AN ANALYSIS OF ENLISTED RECRUIT PROCESSING FLOWS

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THESIS

An Analysis
of
Enlisted Recruit Processing Flows
by
John William Corsey Jr.

March 1975

Thesis Advisor: J. K. Arima

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processed through played a significant role in the determination of processing flows and processing times. It was found that neither the size of a recruiting station nor the distance from the processing AFEES were significant factors. The particular AFEES being processed through was a significant factor in determining computed time until police checks were returned and times for overall flows after recruiter-responsible events were completed. It was found that the Fresno AFEES recorded a significantly higher percentage of applicants placed in a temporary medical rejection status than the other AFEES. It was found that all recruiters process applicants using the same general sequence of events and that recruiters spend about the same amount of time actually processing applicants.

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of
Enlisted Recruit Processing Flows

by

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ABSTRACT

Information concerning the processing of Navy enlisted applicants was collected and analyzed to determine actual processing flows and to determine whether the size of a recruiting station, the distance of a recruiting station from the processing AFEES, or the particular AFEES being processed through played a significant role in the determination of processing flows and processing times. It was found that neither the size of a recruiting station nor the distance from the processing AFEES were significant factors. The particular AFEES being processed through was a significant factor in determining computed time until police checks were returned and times for overall flows after recruiter-responsible events were completed. It was found that the Fresno AFEES recorded a significantly higher percentage of applicants placed in a temporary medical rejection status than the other AFEES. It was found that all recruiters process applicants using the same general sequence of events and that recruiters spend about the same amount of time actually processing applicants.

BRIEF

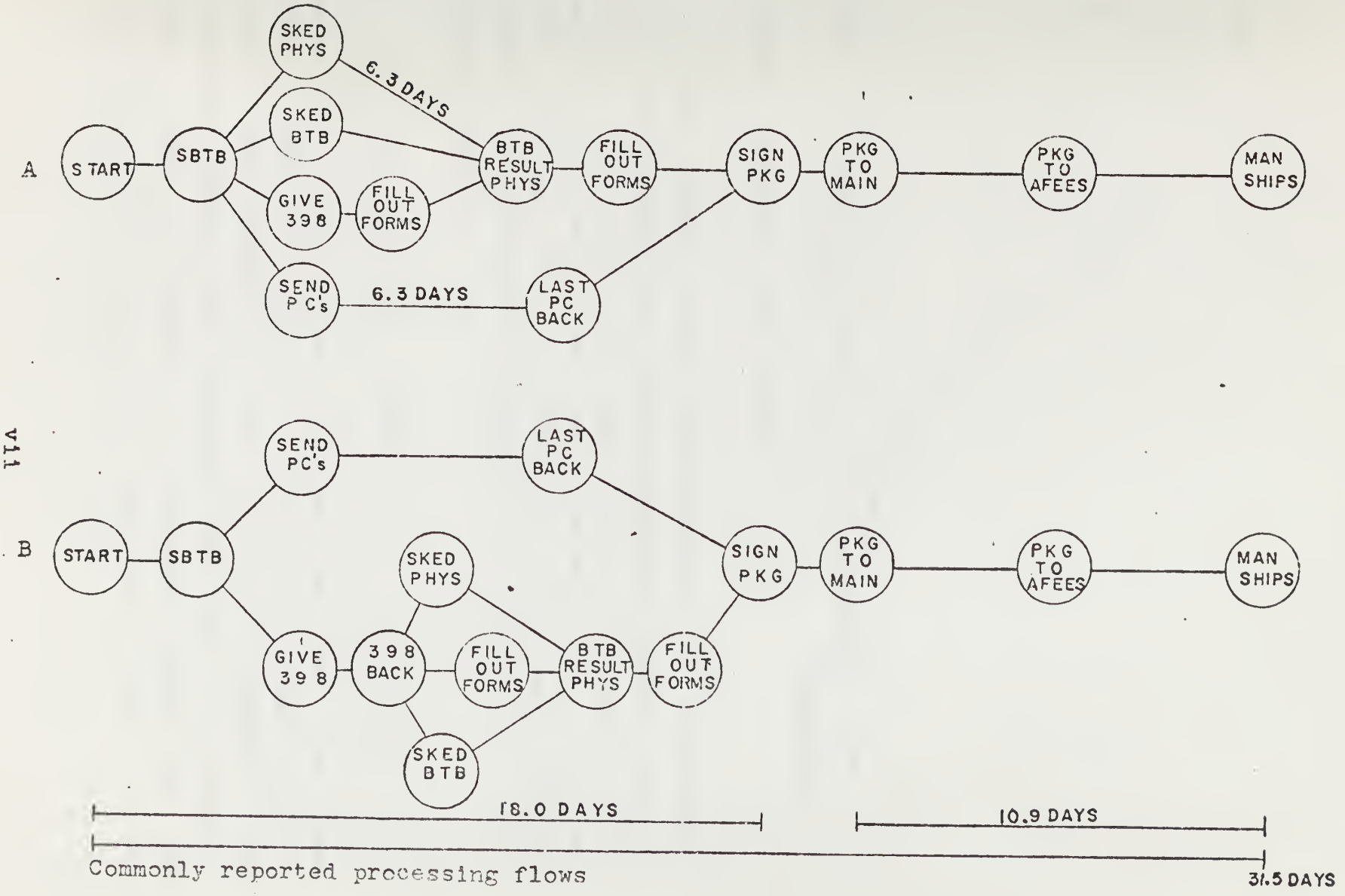
This study examined the enlisted recruit processing flows to determine how individuals are actually processed into the Navy today, to determine what, if any, specific problems exist that may hinder or unnecessarily impede the processing flow, and to recommend possible alternatives to any part of the processing procedure to increase the efficency and effectiveness of recruit processing.

The study was conducted by collecting data on processing procedures and flows from a randomly selected cross section of Navy recruiting stations in NRD San Francisco and NRD Los Angeles. These recruiting stations processed enlisted applicants through a total of five different Armed Forces Entrance and Examining Stations (AFEES). Data was collected on each applicant who processed through these selected stations. The data collected was essentially a listing (chronologically) of each event or series of events that occurred in the processing sequence, the time required to complete this event or series, and the time between the recorded event and the next recorded event.

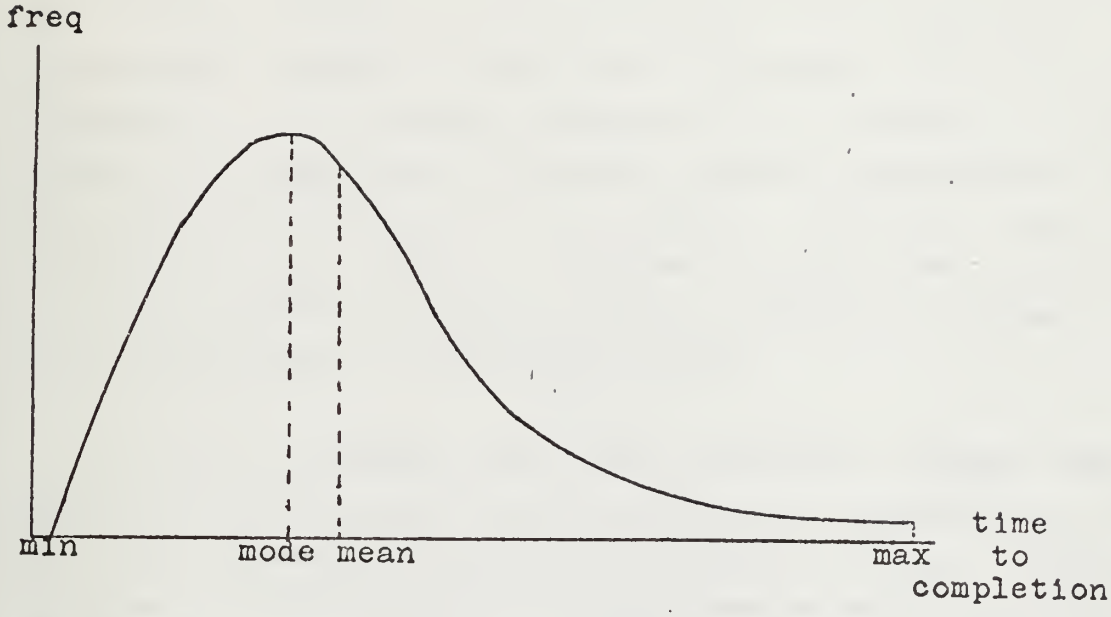
The actual processing flows observed were many and varied. The two most often reported flows and their associated times to completion are shown in the figure on page v. It was found that in general there would be a few very short times recorded, a large number of moderate times reported, and a small number of very long times recorded (a Gamma-type distribution). This type of distribution is shown in the figure on page vi. The peak of the curve is the time most likely to be reported, (called the mode) and

it is this mode time that is reported.

It was seen that recruiting stations processing through different AFEES had slightly different flows because of local policies and requirements. For instance, NRD LOSA stores the enlistment packages at the mainstation until the day prior to enlistment because there are no storage facilities available at the AFEES. The other processing centers process the records and send them directly to the AFEES where they are stored until the applicant's enlistment date. It was found that these flow variations did not significantly alter any of the processing flow times (overall times, that is) except the time spent at that particular stage in processing. The reason for this seems to be that the same events were completed within the larger block and were only rearrangements of time distributions that were the same no matter which of the larger time blocks they occurred in. In other words, the distribution of time that the records were stored until the applicant enlisted was the same whether the records were stored at the mainstation or at the AFEES (which makes sense) so the location of the storage facility should not affect the overall flow times.



Commonly reported processing flows



Typical Gamma-type distribution

When examining flow times for significant differences, a 10 percent significance level was used (alpha at the .1 level) mainly because the experimenters did not have direct and positive control over the experiment. In laboratory type situations it is appropriate to use more stringent criteria for significance because it is possible to exert greater control.

It was initially thought that the distance of a recruiting station from the processing AFEES would have a significant effect on the processing flows and flow times because the recruiters were not able to freely schedule physical examinations and tests. They had to schedule more carefully around the applicant's free time. It was found that, in fact, the distance of a recruiting station from the processing AFEES was not a significant factor in the determination of processing flow times.

The size of a recruiting station (1,2,3-man stations vs. 4,5,6-man stations) was considered as a possible significant factor in flow times because of the ability of the larger stations to specialize and distribute the processing chores. The larger stations also had more flexibility of schedule because the station was always manned and there would be someone there to administer tests, to answer questions, or to collect required forms from applicants. In fact, it appears that the size of the recruiting station does not have a significant effect upon processing flows or processing times.

It was thought that the particular AFEES that an individual processed through would have a significant effect upon the processing flows and processing times. This was because of the different requirements and policies of the mainstations processing through these AFEES as well as the different sizes of the AFEES, the locations of the AFEES, and the population densities surrounding the AFEES. It was found that the AFEES being processed through did have a significant effect on the determination of flow times at certain levels of processing but no significant effect upon flow patterns. The flow times affected by the AFEES were the times recorded between the sending and the arrival of first and last police checks, and the time to complete enlistment processing after records were received at the mainstation.

The interactions of factors appeared to have a significant effect upon flow times in a limited number of cases. The AFEES-size interaction was significant for times from the sending of police checks to both first and last police checks back. The interaction of all three main factors was significant in the determination of the time from start of processing to the completion of recruiter responsible events as well as the time from police checks

sent to last police check received.

While looking for special problems related to processing it was noticed that applicants processing through the Fresno AFEES had a significantly higher percentage of applicants placed in a temporary medical rejection (TMR) status than applicants processing through other AFEES. The raw percentages were:

AFEES LOSA	2.5%	TMR out of	78 physicals
AFEES Phoenix	2.7%	TMR out of	36 physicals
AFEES Oakland	2.8%	TMR out of	211 physicals
AFEES Slt Lk Cty	0.0%	TMR out of	8 physicals
AFEES Fresno	23.0%	TMR out of	39 physicals

The overall results indicate that there were no significant differences in the processing flow sequences at the recruiter level. There were no significant differences in the times recruiters spent in actually processing applicants--i.e., excluding waiting times--no matter where they processed through.

The data indicate that the same amount of time was spent processing records at the different mainstations. The NRD Los Angeles has word processing equipment installed for the processing of applicant packages and is using slightly different procedures to process applicants. The recruiters processing applicants through the LOSA AFEES were also using the word processing equipment procedures. However, word processing equipment was not being used for the actual processing of applicant records since new, more efficient word processing equipment was being installed but was not operational during the study period.

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ACKNOWLEDGEMENT

The author wishes to thank the Commander, Navy Recruiting Area Eight for granting permission to conduct the study, and for the moral and material support required for its completion.

The author also wishes to thank the Commanding Officer, Navy Recruiting District, Los Angeles, and the Commanding Officer, Navy Recruiting District, San Francisco for their cooperation and encouragement throughout the study period.

There was a time when enlisted Navy recruiting consisted of a rather crude but effective process. The chief bos'n of a vessel in need of fresh recruits would gather a few old hands and they would tour the local waterfront establishments in search of "qualified" personnel. Once these "qualified" individuals were identified, the actual "recruiting" and "enlistment" procedures, though varied in each individual case, would generally consume no more than a few hours. The chief bos'n essentially was faced with two distinct though related problems. First he needed to identify those personnel who were most probably qualified for "enlistment", and then he was faced with the task of "processing" these individuals into the Navy.

Looking back only 20 years, we find a much more sophisticated Navy in need of more highly qualified personnel. The Navy recruiter of 20 years ago, however, faced much the same two basic problems as his bos'n forerunner. He first needed to identify "qualified" personnel (who wanted to enlist in the Navy), and he then needed to formally "process" these individuals into the Navy. His processing procedures were drastically different than those of his forerunner. He now was required to insure that a recruit was physically, mentally, and morally qualified for enlistment. He therefore needed to give this individual a written examination at the recruiting station of approximately 45 minutes duration. The man was required to pass a physical examination at an Armed Forces Entrance and Examination Station (AFEES). A police check was was made to insure that the individual was morally qualified. All in all, the processing procedure now took anywhere from one day to several weeks instead of the previous few hours.

The US Navy today is far more sophisticated and complex than the Navy of 20 years ago, and the recruiting

requirement is for a much more highly qualified and motivated individual. The basic requirements of insuring that the individual be physically, mentally, and morally qualified prior to enlistment still exist. Now, however, the price of making a mistake, of enlisting a person who was not really qualified for enlistment, or at least qualified for the particular program for which he enlisted, is much higher than it has ever been. An attempt to insure that the enlisting recruit is fully qualified has led to the imposition of more stringent and time-consuming checks on the individual. Many recruiters today feel that processing an individual for enlistment in the Navy requires a minimum of five days and generally takes from one to three months. How much of this processing time is consumed by requirements and how much of it is consumed by the processing procedures used is a matter of debate and speculation.

The purpose of this study was to determine how recruiters actually process enlisted recruits, looking at such things as what sequences of events were most commonly used, how long it took to complete these events, and what, if any, problems arose during processing. With this knowledge it is possible to look for bottlenecks or problems within the present system and to recommend alternative procedures for consideration.

For purposes of this discussion, enlisted recruit processing will be defined as that series of events which enables an applicant to formally fulfill all of the Navy's requirements for enlistment. Requirements are things like having a completed Statement of Personal History (DD 398) included as part of his enlistment paperwork, and ensuring that the applicant has completed and passed a physical examination prior to enlistment at an AFEES. While many of these requirements are common to each individual applying for enlistment, some requirements must only be fulfilled by

applicants in special categories. For example, an applicant under the age of 18 years must have a properly completed and signed Parental Consent Form (DD 373) included as part of his enlistment paperwork; an applicant who uses a name other than the name shown on his birth certificate must have a properly prepared "Change of Name Statement" included as part of his enlistment paperwork. The objective, then, of the enlisted recruit processing procedure is to ensure that an applicant departing the AFEES for recruit training is a fully qualified individual (one who meets all of the physical, mental, and moral requirements of the particular Navy program he is enlisting for), and that all of the paperwork required for this individual's enlistment is properly completed.

This definition of enlisted recruit processing assumes that an applicant is thinking seriously about, or has already decided upon enlisting in the Navy when the processing begins. That is, for purposes of this discussion, enlisted recruit processing begins when the recruiter either begins to fill out required forms, begins to collect required documents, begins to administer or schedule required tests, or first devotes time and effort toward preparing a particular applicant for enlistment. Enlisted recruit processing ends, or is completed, when the applicant completes his final interview with AFEES Navy liason personnel just prior to enlisting.

The enlisted recruit processing procedure can be viewed as a series of steps or "events" which must all be completed before the applicant can be considered to be processed. An event may consist of an action that must be taken (e.g. get physical examination at AFEES), or simply a listing of a particular form that must be completed prior to enlistment (e.g. Statement of Personal History DD 398). While each series of events must be tailored to the individual being

processed, every series will contain many events which are common to all applicants being processed, and possibly a few events pertaining only to the individual being processed. This series may then be divided into stages. Usually the processing procedure may not continue to the next stage until all events in a previous stage have been completed. These stages will be labelled "Recruiter Responsible Events", "Main/'A' Station Responsible Events", and "AFEES Liason Responsible Events".

The basic flow of an applicant and his paperwork would be as shown in Figure 1.

START TO PROCESS

COMPLETE RECRUITER RESPONSIBLE EVENTS

COMPLETE MAIN/'A' STATION RESPONSIBLE EVENTS

CCMPLETE AFEES LIASON RESPONSIBLE EVENTS

PROCESSING COMPLETE

Figure 1. Block diagram of overall processing flows

The processing sequence is not restrictive. That is, within the defined stages, the events can be completed in

any order. Usually, however, all of the events of any stage must be completed before the processing can continue to the next stage. This flexibility within stages allows the processer to shorten overall processing time by starting events that traditionally take a long time to complete early in the procedure (e.g. police checks that must be sent to distant cities).

The actual processing of applicants can be different for many reasons. While a recruiter usually will process an applicant using a sequence of events that fulfills the requirements and works for him, each applicant is an individual who may have special problems or needs that demand a different sequence or additional events. For example, the applicant may need a waiver interview, or a medical consulation, or any number of special forms completed.

Through interviews with recruiters and observations of some actual processing flows it appeared that three main factors could affect the processing of an applicant. These factors are:

1. The AFEES that an applicant processes through.
2. The number of recruiters at a recruiting station.
3. The distance of a recruiting station from the AFEES it is processing through.

Events that occur in one stage when processing through one AFEES may very well occur in another stage when processing through another AFEES. For example, an applicant processing through the Oakland, California AFEES would have a substantial portion of his Enlistment Contract filled in by the recruiter at the "Recruiter Responsible" stage, while an applicant processing through the Los Angeles, California AFEES would have his Enlistment Contract completely filled out at the "Main/'A' Station Responsible" stage.

The number of recruiters manning a station may influence the processing sequence. Larger stations, with a substantial number of recruiters, are able to have at least one recruiter at the station during business hours. This means that there will be someone there to answer the telephone, answer questions, and collect documents brought in by applicants at any time. The recruiter at the smaller station must schedule the processing procedure so that he will be in his office to complete events that require his presence. Recruiters at large stations are also able to specialize and divide the tasks associated with recruiting so that each may only be responsible for those things which he can do best.

The location of a recruiting station may have an effect on the processing sequence. If a station is located near the AFEES, then the recruiter may be free to schedule a physical examination at any time during the processing procedure. The recruiter at the distant station must consider travel time and expenses involved when scheduling applicant physicals. In most cases, the recruiter would like to be reasonably sure that the applicant is qualified for enlistment in all other respects before scheduling the physical examination.

II PROCEDURES

In order to provide a test of the hypotheses concerning processing times for the three main factors, a 5 x 2 x 2 factorial design was used with the main effects being AFEES (5), size of station (small = 1, 2, 3 recruiters; large = 4, 5, 6, recruiters), and the distance from the processing AFEES (near = less than 50 miles; far = more than 50 miles). For each of the 20 cells of the design, three stations of appropriate dimensions were randomly selected to participate in the study. There was an insufficient number of stations in some categories to make a completely balanced design. The resulting design is shown in Figure 2. The names of the stations selected to participate in the study and the numerical code assigned to each to aid in data storage and analysis are listed in Table 1.

AFEES	NEAR		FAR	
	LARGE	SMALL	LARGE	SMALL
Phoenix	1	1	1	1
LOSA	3	3	3	3
Oakland	3	3	3	3
Fresno	0	1	1	1
Slt Lk Cty	1	0	0	1

Figure 2. Experimental Design. The number of recruiting stations is shown in each cell.

Table 1

Recruiting Stations Selected to Participate in Study

Code	Station	Code	Station
01	NRS Bakersfield	19	NRS Porterville
02	NRS Barstow	20	NRS Redding
03	NRS Carmichael	21	NRS Redwood City
04	NRS Clairemont	22	NRS Reno
05	NRS El Cajon	23	NRS Reseda
06	NRS Elko	24	NRS Riverside
07	NRS Flagstaff	25	NRS Sacramento
08	Unused	26	NRS Salinas
09	NRS Hanford	27	NRS Salt Lake City
10	NRS Huntington Beach	28	Unused
11	NRS La Puente	29	NRS San Diego
12	NRS Mesa	30	NRS San Jose
13	NRS Oakland	31	NRS San Jose (So.)
14	NRS Oceanside	32	NRS Santa Clara
15	NRS Ontario	33	NRS Santa Rosa
16	NRS Oroville	34	NRS Torrance
17	NRS Phoenix	35	NRS Tucson
18	Unused	36	NRS Whittier

To solicit the support and cooperation of the individual recruiters participating in the study, seminars were held for the recruiters in charge (RINCs) of the participating stations, and any recruiters able to attend, as well as for those working at all levels in the processing system. The purpose of the study, the type of information sought, the data collection procedures to be used, and the possible benefits of the study to the recruiters were all explained during these seminars. The recruiters were also encouraged to offer any suggestions or ask any questions that they might have .

The schedule of these seminars,the locations at which they were held, and a list of the stations represented are included in Table 2.

The types of data desired were:

1. Actual time required for a recruiter to perform or complete processing events.
2. The position of a particular event in the processing sequence.
3. Elapsed time between the completion of one event or series of events and the start of the next event or series of events.
4. Occurrences of special problems or restrictions which might delay or stop the processing of an applicant.
5. The position of an applicant in the processing sequence when he changed his mind and decided to stop processing or he was dropped from processing because of a restriction or requirement.

Table 2

Seminar Schedule for Study Implementation

Date	Location	Stations Involved
16 Aug	LOSA Hdqtrs	NRS Ontario, NRS Riverside NRS Reseda, NRS Huntington Beach
16 Aug	LOSA Hdqtrs	NRS Whittier, NRS Torrance NRS La Puente WPC/AFEES/Hdqtrs Personnel
17 Aug	NRPC San Diego	NRS Clairemont, NRS El Cajon NRS Oceanside, NRS San Diego
22 Aug	San Jose	Nrs Redwood City, NRS Santa Clara NRS San Jose, NRS San Jose (So.)
23 Aug	SanFran Hdqtrs	NRS Oakland, NRS Santa Rosa
23 Aug	SanFran Hdqtrs	AFEES/Hdqtrs Personnel
24 Aug	Redding	NRS Oroville, NRS Redding
26 Aug	Salinas	NRS Salinas
30 Aug	Fresno	NRS Hanford, NRS Porterville AFEES/"A" Station Personnel
30 Aug	Bakersfield	NRS Bakersfield, NRS Barstow
06 Sep	Salt Lake City	NRS Salt Lake City AFEES/"A" Station Personnel
07 Sep	Reno	NRS Reno
13 Sep	Phoenix	NRS Mesa, NRS Phoenix, NRS Tucson AFEES/"A" Station Personnel
14 Sep	Flagstaff	NRS Flagstaff
20 Sep	Sacramento	NRS Carmichael, NRS Sacramento

The data for each applicant was recorded on a single sheet of paper. Each unit of data consisted of a time and event recording. The time was recorded using a time-stamp machine and the events were recorded by the recruiter's simply listing the event just started or completed. In other words, each time the recruiter devoted time to processing an applicant, or whenever he filled out or added information to a required form, he recorded the time the event started, the time the event was completed, and what the event was on the applicant's data sheet.

The time-stamp machines were of the type that would actuate and stamp automatically upon the insertion of a data sheet. It was felt that this type of machine would facilitate the data recording procedure and increase the tendency toward accurate, conscientious recording. The time-stamp machines were placed at the Navy recruiting stations participating in the study, at the zone supervisor level, at the main/"A" stations, and at the AFEES liason level.

The data sheet consisted of a blank sheet of green paper that would be kept with the applicant's records from the start of processing to the completion of processing. The sheet was green so that it could easily and quickly be picked out of the applicant's packet of enlistment papers, all of which are white. The recruiter was free to enter information anywhere on the green sheet that he desired. When one side was full he could simply turn the sheet over and record on the other side. When one whole sheet was full he could staple another sheet to the first sheet and continue. Whenever the recruiter had any comments or questions or wanted to call attention to some particular event, he was free to write anywhere on the sheet that he wanted to.

This unconstrained format was considered preferable to other possible formats for two main reasons:

1. Whenever the question "How do you do something?" is asked, many people respond (at least subconsciously) with the question "How should I be doing it?" It was felt that any listing of events would imply, at least to some, a preferred order of processing so that the sequences of events performed would possibly be subject to the experimenter's biases.

2. An exhaustive listing of every possible event connected with processing applicants in all of the possible categories and situations would be too long and cluttered for the recruiter to use conveniently and effectively.

A green sheet was considered completed when either the applicant had completed processing and was shipped, or the applicant quit processing for one reason or another. Completed green sheets were submitted by mail each Friday during the study period either from the recruiting station if the applicant stopped processing or from the processing AFEES liason if the applicant completed processing.

The written instructions given to the recruiters at the beginning of the study are included in Appendix A.

The participants were told initially that they were to start collecting data upon receipt of a time-stamp machine and that the data collection would terminate by 25 December 1974. Some machines were received as early as 02 Oct while others were not received until 02 Dec. Table 3 is a list of recruiting stations participating in the study and the dates they commenced recording data. Due to such factors as the long lead time required to start receiving data and some delays experienced in the distribution of the time-stamp machines, the data base was not considered sufficiently large by the middle of December. The data collection period

was subsequently extended to 31 January 1975. Appendix B contains a copy of the letter sent to the participating recruiting stations extending the data collection period.

Several letters were written to the Navy recruiting stations participating in the study giving additional guidance and encouragement. Periodic telephone conversations were held with personnel from the participating stations to receive any comments or suggestions they might offer. It was felt that this personal contact would contribute toward maintaining interest in the study and in the data collection. Copies of the letters sent to the stations are included in Appendix B.

Table 3

Dates Individual Stations Commenced Recording Data

Date	Stations Reported
01 Oct	Oroville
02 Oct	Hanford, Redwood City
05 Oct	Oakland
07 Oct	Carmichael
10 Oct	Reno
11 Oct	Sacramento
18 Oct	San Jose (So.)
22 Oct	Porterville, Redding, Reseda, Salt Lake City, San Jose
23 Oct	Santa Clara, Santa Rosa
24 Oct	Ontario
29 Oct	Bakersfield
30 Oct	Salinas
01 Nov	Huntington Beach, Torrance
02 Nov	Elko
04 Nov	Barstow, San Diego
05 Nov	Clairemont
07 Nov	El Cajon
26 Nov	Phoenix
01 Dec	Oceanside, Whittier
02 Dec	Flagstaff, Mesa
03 Dec	Riverside, Tucson

III RESULTS AND ANALYSIS

The analysis was divided into three stages. The first stage consisted of determining whether or not any consistent patterns of processing sequences existed and for which levels of the design they applied. The second stage was determining the distributions of times required to complete various individual events in the processing sequence (such as the time required to fill out a certain form). The third stage consisted of computing and analyzing the times between major events in the processing sequence. A major event was an event that could control the processing time of an applicant, such as the last required police check coming back.

In order to determine event sequences, a computer card was punched for each green sheet that listed the processing sequence used. The information entered on each computer card consisted of: the station code number from Table 1, the case number assigned to that individual case, and a string of numerical codes related to the events listed on the green sheet. These event codes were two-digit numerical codes assigned in accordance with Appendix C.

In coding the computer cards, certain conventions were used. Often, when the recruiter recorded the events that were completed in a listed time block he would record them in the order that they were actually completed. For example, he might record the following event numbers for a single time block: 01,06,04,05,09,08. For purposes of this study, it was decided to consider all of the events completed during a single time block as being completed at the same time. In other words, during a single recorded time block,

it did not matter if the recruiter filled out form A then form B, or if he filled out form B and then form A. Since they were both completed during the same time block, the order of completion should not affect the flow times of any events outside of this time block. Thus, to aid in the sorting and search for prevalent sequences, the events within the blocks were listed in numerical order. So the event sequence recorded above as a single time block would be recorded as : 01 04 05 06 08 09. Some green sheets received contained information on cases in which the applicant dropped out of processing for one reason or another. The events from these cases were listed in order to try to establish processing patterns in the early stages of processing if they existed.

The coded computer cards were then sorted by event listings. That is, the first cut sorted the first event listed into numerical sequence (all those cases with 04 listed first, then all those cases with 05 listed first, etc.). The second time through sorted all of the cards with 04 as their first event by their second event. These were further sorted in a like manner until all of the cards had been sorted completely. Appendix D is a printout of the final sequences obtained. The two most often reported processing sequences and related overall times to completion of major events are shown in Figure 3.

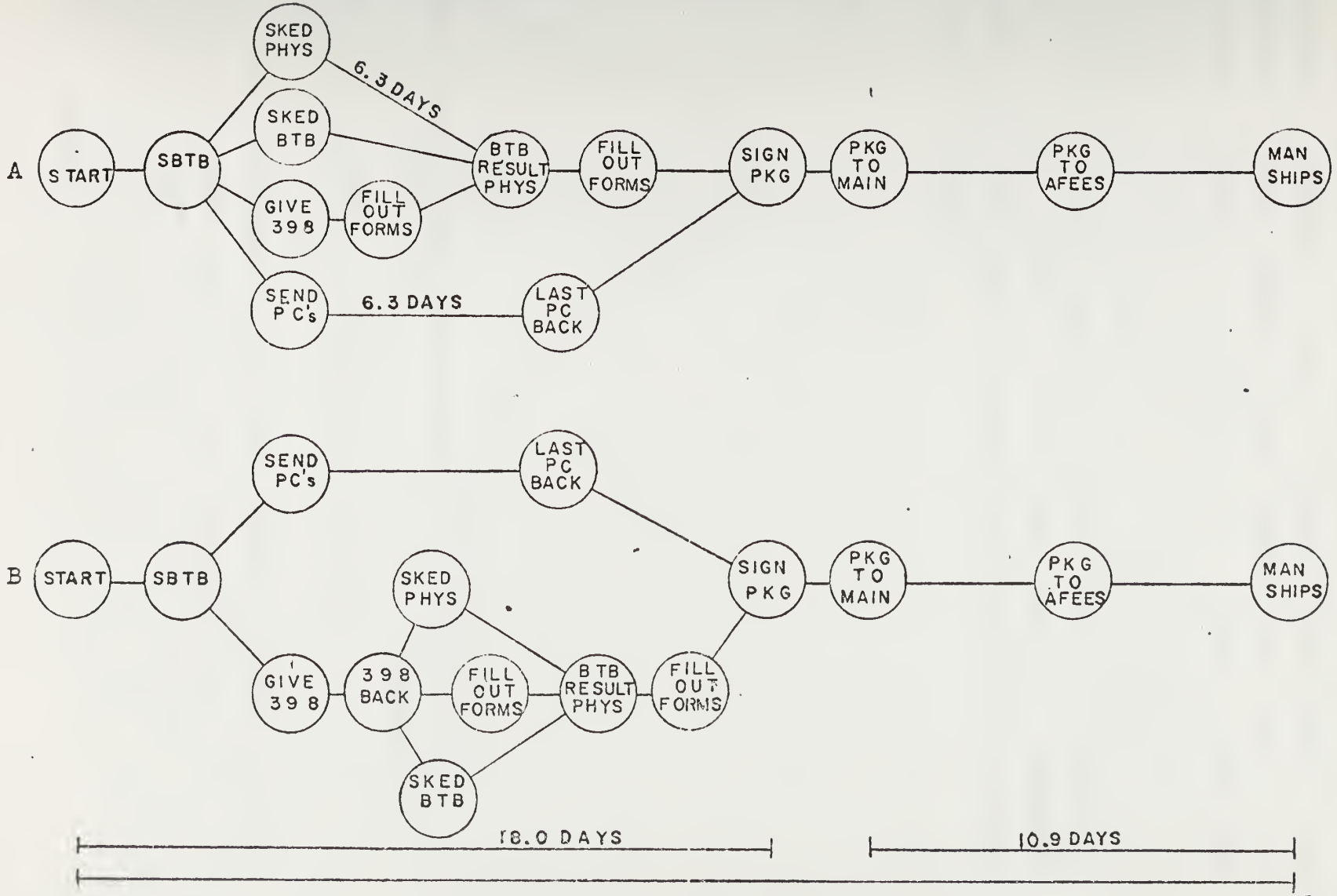

Figure 3. Commonly reported processing flows (not to scale)

To determine the distribution of times required to complete individual events, computer cards were coded listing station number, event number, and the time (in minutes) required to complete the event. Histograms (frequency vs. time plots) were made to aid in the analysis. The times required to complete individual events seem to be characterized by having a few relatively small times to completion, a large amount of moderate times to completion, and a small amount of very long times to completion (Gamma-type functions). An example of this type of function is shown in Figure 4.

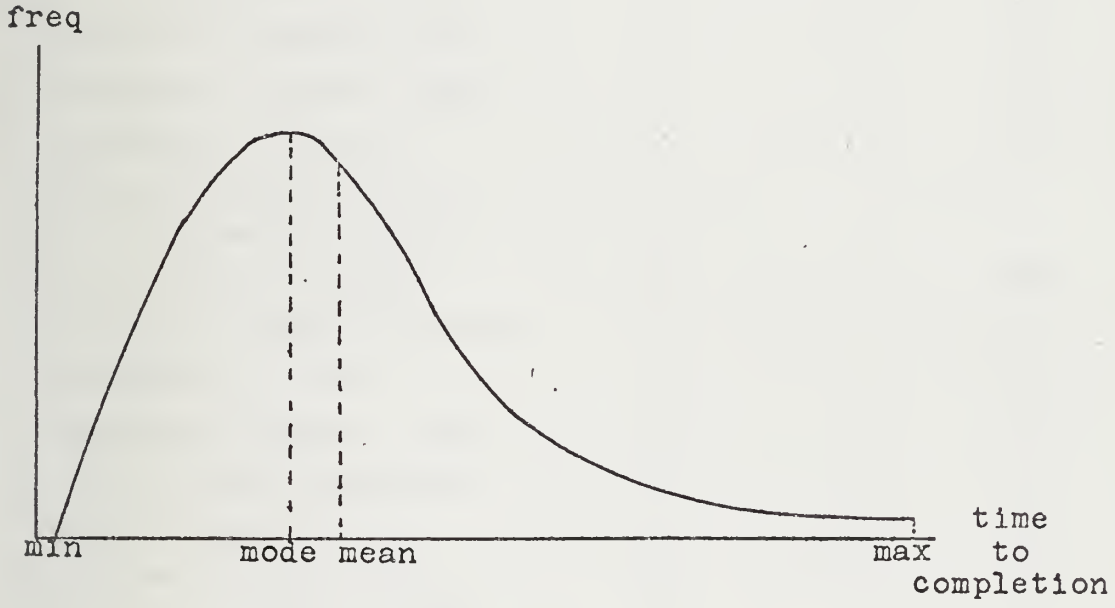

Figure 4. Example of a Gamma-type function

Since the peak of the Gamma function (called the mode) is the time most likely to be encountered as the event completion time, the results of this analysis will be reported in terms of the mode rather than the arithmetic mean. Table 4 contains the results of the analysis of the times required to complete individual events.

Table 4

Recorded Times to Completion, in Minutes, of Individual Events in the Processing Sequence

Event Description	Min	Mode	Max
Explain SBTB procedures	3	5	11
Correct SBTB/explain scores	2	10	24
Type medical papers	4	13	53
Fill out police checks	3	12	82
Fill out reference requests	5	21	66
Complete DD 398	7	18	80
Complete word processing addendum	6	13	47
Complete NAVPERS 781	4	11	31
Complete prospect card	3	14	27
Complete DD 1130/2	5	15	32
Issue transportation and meal tickets	7	7	40
DD 398 and addendum	34	77	132
Complete financial stmt	9	24	37
Complete DD 372	3	7	24
Parental consent form	5	21	44
Chg of name statement	31	31	31
Rcd of emerg data	6	7	32
Waiver request form	12	33	47
Stmt of understanding	3	7	12
Affirmation of truthfulness	7	12	18
Enlistment contract	9	24	44

To compute the time increments occurring between selected events, computer cards were first coded with pieces of information containing an individual case identifier, an event code for an event listed on that green sheet, and the recorded date and time at which the event occurred. The event codes used for this portion of the analysis are listed in Appendix E. The actual time increments, and associated statistics, were computed using a basic computer algorithm that picked out two specified events, checked to make sure they contained information from the same green sheet, computed the time between these two events, stored this information in appropriate data cells for later use. The program then printed out statistical summaries and punched data cards containing these time increments for use in the analysis of variance program. This basic data sorting program is listed in Appendix F. Table 5 is a listing of the computed time increments occurring between the major events selected for consideration.

The time increment data was then analyzed using the BIMED 05V analysis of variance package. The BIMED 05V was chosen for the analysis because it is a particularly effective statistical program when the data contains unequal sample sizes. This program requires that the variance of the data be fairly homogeneous among cells. In other words, the range of the data should be fairly constant from cell to cell. The data being analyzed (times between events) was generally exponential in nature. One characteristic of exponential-type data is that the variance is linearly related to the mean of the data. This means that, instead of being constant, the variance would increase whenever the mean would increase. In order to stabilize the variance, to make it homogeneous for changing means, a log transformation was performed prior to analysis.

Table 5

Time, in Days, Between Selected Events

(* indicates time in hours vice days)

From (event) to (event)	Min	Mean	Max
Start to sked physical	0.0	6.2	138.0
Start to send police checks	0.0	5.9	138.0
Start to back from physical	0.7 *	11.8	119.0
Start to temp med reject	1.5 *	14.3	37.3
Start to recruiter complete	1.8 *	17.9	96.9
Start to processing complete	2.1	31.5	118.1
Sked physical to back from phys	0.9	6.3	24.1
Send pol cks to first PC back	0.2 *	4.5	22.8
Send pol cks to last PC back	0.2 *	6.3	22.8
Begin temp med rej to end TMR	1.9 *	23.3	46.8
Rcd at main to send to AFEES	0.1 *	6.7	72.9
Rcd at main to process compl	1.2 *	10.8	75.9
Actual process time at main	0.1 *	0.5 *	2.2 *
Actual recruiter process time	0.5 *	2.8 *	7.5 *
Time blocks used by recruiters	1blk	2.9blks	7blks

Note that in Table 5, some of the recorded times between individual events are longer than the maximum recorded total processing time. This occurred because some of the cases with long interevent times had not completed processing by the end of the study period.

Detailed information about the time increments occurring between selected major events at the individual station level is contained in Appendix G.

Since no direct control could be exerted over the actual data collection process, a fairly loose criterion for determining significance was used. An alpha value of .1 was chosen and all analysis of variance results are reported

with a .1 level of significance. Tables 6 through 33 show the obtained times for specific event intervals by AFEES, distance from AFEES, and size of station along with the results of an analysis of variance of these times. The times shown are actual times prior to transformation for the analysis of variance. An overall summary of the analysis of variance procedures is listed in Table 34.

Table 5

Time, in Hours, From Start of Processing to Scheduling of Physical Examination

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	00	00.0	00.0	06	63.9	134.1
	Far	11	31.9	95.5	04	282.6	271.4
LOSA	Near	05	25.7	48.1	05	80.7	69.4
	Far	01	07.3	00.0	08	151.2	147.9
OAKLAND	Near	29	29.9	75.9	08	07.6	16.6
	Far	43	361.2	822.6	13	45.4	81.5
FRESNO	Near				27	125.5	214.1
	Far	01	72.9	00.0	03	09.3	08.9
SLT LK	Near	00	00.0	00.0			
	Far				03	310.5	421.3

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	21	88.8	181.6
LOSA	19	92.0	118.9
OAKLAND	93	183.3	585.6
FRESNO	31	112.6	202.9
SLT LK	03	310.5	421.3

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
90	188.4	594.8	77	105.5	194.2

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
80	65.4	146.7	87	228.2	608.4

Table 7

Analysis of Variance of Times From Start of Processing to Scheduling of Physical Examination

FACTOR	SS	DF	F RATIO
Distance (A)	0.03555	1	0.03358
AFEES (B)	1.83824	4	0.43405
Size (C)	0.02504	1	0.02365
AxB	0.15592	4	0.03682
AxC	0.00044	1	0.00042
BxC	7.80998	4	1.84413
AxBxC	0.11385	4	0.02688
Error	155.63838	147	
Total	206.07846	166	

Table 8

Time, in Hours, From Start of Processing to Sending of Police Checks

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	00	00.0	00.0	08	60.8	115.8
	Far	11	176.0	225.7	04	514.2	556.0
LOSA	Near	25	12.9	32.5	26	128.5	320.6
	Far	14	137.2	202.2	27	44.8	89.6
OAKLAND	Near	43	47.4	191.6	10	134.9	287.6
	Far	43	292.1	689.9	11	177.9	163.3
FRESNO	Near				21	199.5	395.9
	Far	03	11.2	12.2	02	27.0	25.2
SLT LK	Near	01	02.3	00.0			
	Far				04	520.9	528.7

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	23	194.8	327.0
LOSA	92	73.8	201.6
OAKLAND	107	167.3	478.2
FRESNO	26	164.5	363.1
SLT LK	05	417.2	516.4

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
140	134.4	422.9	113	148.0	316.4

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
134	87.5	259.9	119	200.1	472.1

Table 9

Analysis of Variance of
Time From Start of Processing to Sending of Police Checks

FACTOR	SS	DF	F RATIO
Distance (A)	0.00527	1	0.00526
AFEES (B)	0.42359	4	0.10364
Size (C)	0.00073	1	0.00072
AxB	0.25171	4	0.06159
AxC	0.00317	1	0.00311
BxC	0.83496	4	0.20430
AxBxC	3.61011	4	0.88334
Error	238.06079	233	
Total	285.16211	252	

Table 10

Time, in Hours, From Start of Processing to Applicant Returns From Physical Examination

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	00	00.0	00.0	01	21.7	00.0
	Far	06	224.9	100.2	02	345.5	00.0
LOSA	Near	02	171.1	95.0	01	218.0	00.0
	Far	02	322.6	158.3	01	151.0	00.0
OAKLAND	Near	02	158.4	10.8	04	38.5	28.9
	Far	20	391.1	592.1	06	225.8	143.5
FRESNO	Near				17	304.4	322.1
	Far	00	00.0	00.0	01	213.3	00.0
SLT LK	Near	00	00.0	00.0			
	Far				00	00.0	00.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	09	229.2	120.4
LOSA	06	226.1	128.2
OAKLAND	32	301.5	489.0
FRESNO	18	299.3	313.7
SLT LK	00	00.0	00.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
32	327.4	480.6	33	241.8	258.4

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
27	230.6	277.9	38	321.8	444.1

Table 11

Analysis of Variance of
Time From Start of Processing to Return From Physical Examination

FACTOR	SS	DF	F RATIO
Distance (A)	0.00513	1	0.01945
AFEES (B)	0.28833	4	0.36459
Size (C)	0.00000	1	0.00000
AxB	0.30176	4	0.38156
AxC	0.00098	1	0.00370
BxC	0.25513	4	0.32260
AxBxC	0.45093	4	0.57019
Error	12.38989	47	
Total	18.11475	64	

Table 12

Time, in Hours, From Start of Processing to Applicant Placed on Temporary Medical Rejection

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	00	00.0	00.0	00	00.0	00.0
	Far	00	00.0	00.0	01	345.5	00.0
LOSA	Near	00	00.0	00.0	00	00.0	00.0
	Far	00	00.0	00.0	00	00.0	00.0
OAKLAND	Near	00	00.0	00.0	01	01.5	00.0
	Far	03	326.1	145.6	02	265.6	242.9
FRESNO	Near				08	411.4	385.1
	Far	00	00.0	00.0	00	00.0	00.0
SLT LK	Near	00	00.0	00.0			
	Far				00	00.0	00.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	01	345.5	00.0
LOSA	00	00.0	00.0
OAKLAND	06	251.8	208.6
FRESNO	08	411.4	385.1
SLT LK	00	00.0	00.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
03	326.1	145.6	12	347.4	350.0

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
09	365.8	385.2	06	309.2	176.8

Table 13

Time, in Hours, From Start of Processing to All Recruiter Responsible Events Completed

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	02	817.0	266.5	11	250.8	257.4
	Far	11	444.6	203.7	03	942.3	411.5
LOSA	Near	17	331.6	291.8	11	356.9	333.7
	Far	04	494.6	357.5	13	288.7	197.3
OAKLAND	Near	39	292.4	330.7	12	467.2	367.4
	Far	41	568.1	521.6	07	284.6	136.9
FRESNO	Near				14	739.6	618.4
	Far	03	479.5	376.3	01	34.6	00.0
SLT LK	Near	00	00.0	00.0			
	Far				00	00.0	00.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	27	448.5	347.9
LOSA	45	339.9	291.5
OAKLAND	99	427.2	436.4
FRESNO	18	657.1	594.3
SLT LK	00	00.0	00.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
117	429.7	417.7	72	434.1	428.1

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
106	389.8	407.3	83	484.4	433.6

Table 14

Analysis of Variance of
Time From Start of Processing to All Recruiter Responsible Events Completed

FACTOR	SS	DF	F RATIO
Distance (A)	2.0625	1	0.0247
AFEES (B)	342.5000	4	1.0254
Size (C)	0.0000	1	0.0000
AxB	31.4375	4	0.0941
AxC	0.0000	1	0.0000
BxC	34.0625	4	0.1019
AxBxC	962.4375	4	2.8813 *
Error	14112.5000	169	
Total	16896.2031	188	

* Significant at the .05 level

The three-way interaction is depicted graphically in figure 5 on the following page. The significant difference seems to arise because of the difference in trend between stations processing through the Phoenix AFEES and those processing through the other AFEES.

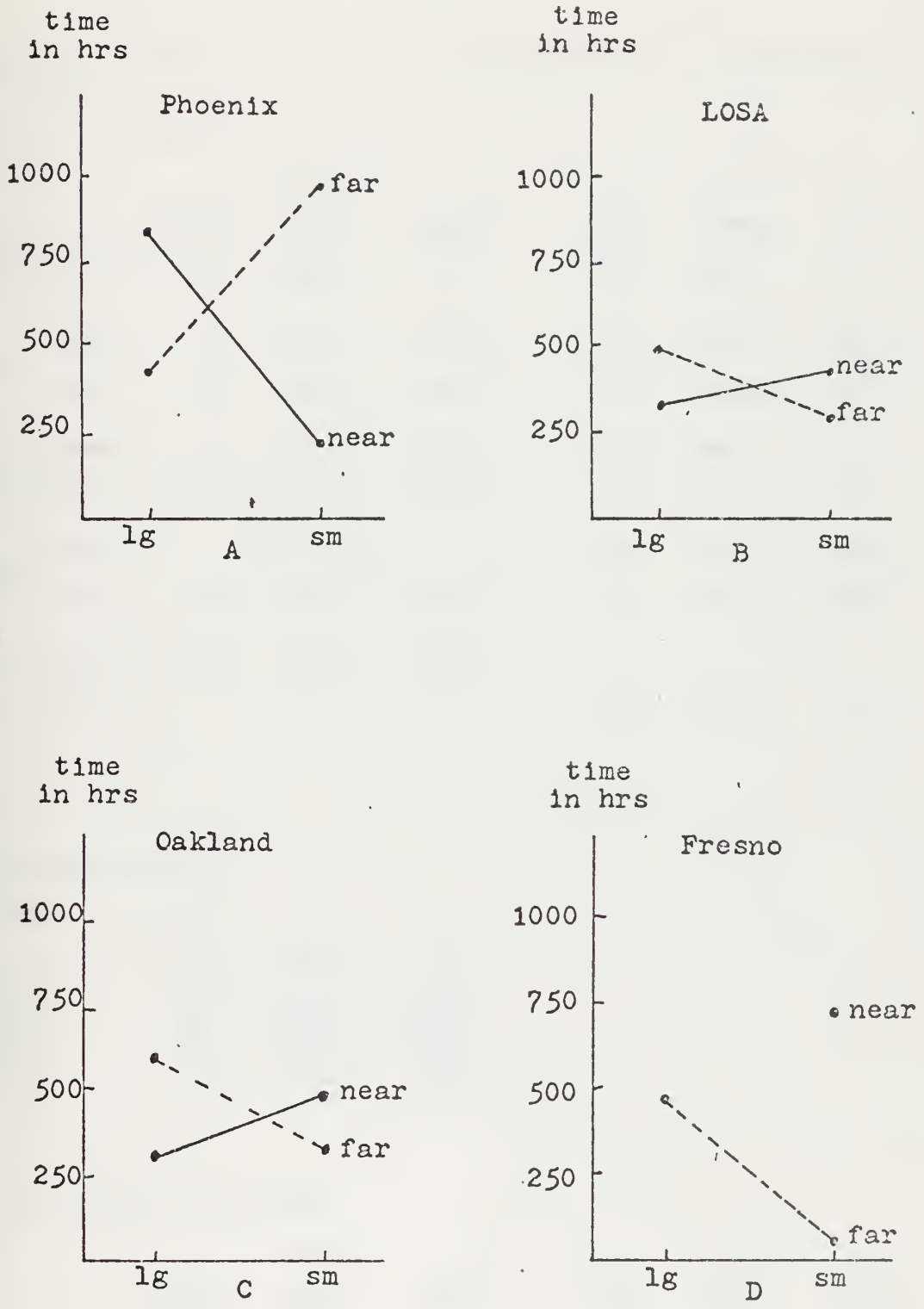

Figure 5 Three-way interaction for time from start to process to recruiter responsible forms complete.

Table 15

Time, in Hours, From Start of Processing to Completion of Processing

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	01	892.4	00.0	00	00.0	00.0
	Far	05	593.9	120.7	01	623.1	00.0
LOSA	Near	17	820.1	431.8	12	999.9	662.5
	Far	05	765.6	366.9	11	615.8	197.5
OAKLAND	Near	48	620.5	522.8	16	864.1	673.2
	Far	50	873.8	584.3	07	499.3	215.0
FRESNO	Near				16	721.8	593.9
	Far	04	735.3	335.2	01	71.8	00.0
SLT LK	Near	01	77.0	00.0			
	Far				00	00.0	00.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	07	640.7	145.1
LOSA	45	831.2	489.2
OAKLAND	121	750.4	574.9
FRESNO	21	693.4	556.3
SLT LK	01	77.0	00.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
131	749.1	530.1	64	768.7	579.2

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
111	747.1	579.5	84	766.6	500.0

Table 16

Analysis of Variance of
Time From Start of Processing to Completion of Processing

FACTOR	SS	DF	F RATIO
Distance (A)	136.7500	1	1.4827
AFEES (B)	181.2500	4	0.4913
Size (C)	0.0000	1	0.0000
AxB	65.0000	4	0.1762
AxC	0.0025	1	0.0007
BxC	2.3100	4	0.0063
AxBxC	31.8120	4	0.0862
Error	16140.0625	175	
Total	18032.5000	194	

Table 17

Time, in Hours, From Scheduling of Physical to Applicant's Returning From Physical

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	00	00.0	00.0	00	00.0	00.0
	Far	06	168.0	100.5	02	315.0	00.0
LOSA	Near	01	266.1	00.0	01	54.3	00.0
	Far	03	246.0	182.2	01	28.5	00.0
OAKLAND	Near	01	145.0	00.0	05	24.5	13.8
	Far	18	161.9	153.8	07	196.6	141.5
FRESNO	Near				16	121.5	99.8
	Far	00	00.0	00.0	01	191.4	00.0
SLT LK	Near	00	00.0	00.0			
	Far				00	00.0	00.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	08	204.8	107.8
LOSA	06	181.2	162.7
OAKLAND	31	147.1	146.3
FRESNO	17	125.6	98.2
SLT LK	00	00.0	00.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
29	174.9	145.5	33	131.7	120.2

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
24	105.5	97.3	38	181.3	145.8

Table 18

Analysis of Variance of
Time From Scheduling of Physical to Applicant Returning From Physical

FACTOR	SS	DF	F RATIO
Distance (A)	0.00607	1	0.02704
AFEES (B)	0.02513	4	0.05594
Size (C)	0.00595	1	0.02649
AxB	0.52769	4	1.17461
AxC	0.00601	1	0.02676
BxC	0.04600	4	0.10240
AxBxC	0.32408	4	0.72138
Error	10.33278	46	
Total	16.40355	61	

Table 19

Time, in Hours, From Sending of Police Checks to First Police Check Back

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	00	00.0	00.0	02	00.9	00.3
	Far	07	173.9	111.6	03	119.0	02.7
LOSA	Near	12	93.2	43.7	11	187.5	138.5
	Far	11	112.6	76.5	17	94.1	43.8
OAKLAND	Near	09	86.1	38.5	04	32.2	54.6
	Far	13	97.8	88.7	04	123.9	147.9
FRESNO	Near				05	166.5	196.2
	Far	03	68.6	65.9	03	25.0	32.3
SLT LK	Near	00	00.0	00.0			
	Far				01	00.9	00.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	12	131.4	105.8
LOSA	51	118.1	88.7
OAKLAND	30	89.0	88.3
FRESNO	11	101.2	150.9
SLT LK	01	00.9	00.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
55	105.9	79.4	50	111.1	118.9

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
43	114.4	117.1	62	104.2	86.4

Table 20

Analysis of Variance of
Time From Sending of Police Checks to First Police Check Back

FACTOR	SS	DF	F RATIO
Distance (A)	0.09800	1	0.03321
AFEES (B)	6.81079	4	3.87038 **
Size (C)	0.03614	1	0.08213
AxB	.968872	4	0.39138
AxC	0.00196	1	0.00444
BxC	3.66455	4	2.08246 *
AxBxC	2.61524	4	1.48616
Error	37.39404	85	
Total	61.80078	104	

* Significant at .1 level
** Significant at .01 level

The two-way AFEES x Size interaction is shown graphically in Figure 6 on the following page. The significant difference seems to arise from the difference in trend between the stations processing through the Phoenix and Oakland AFEES and those processing through the other AFEES.

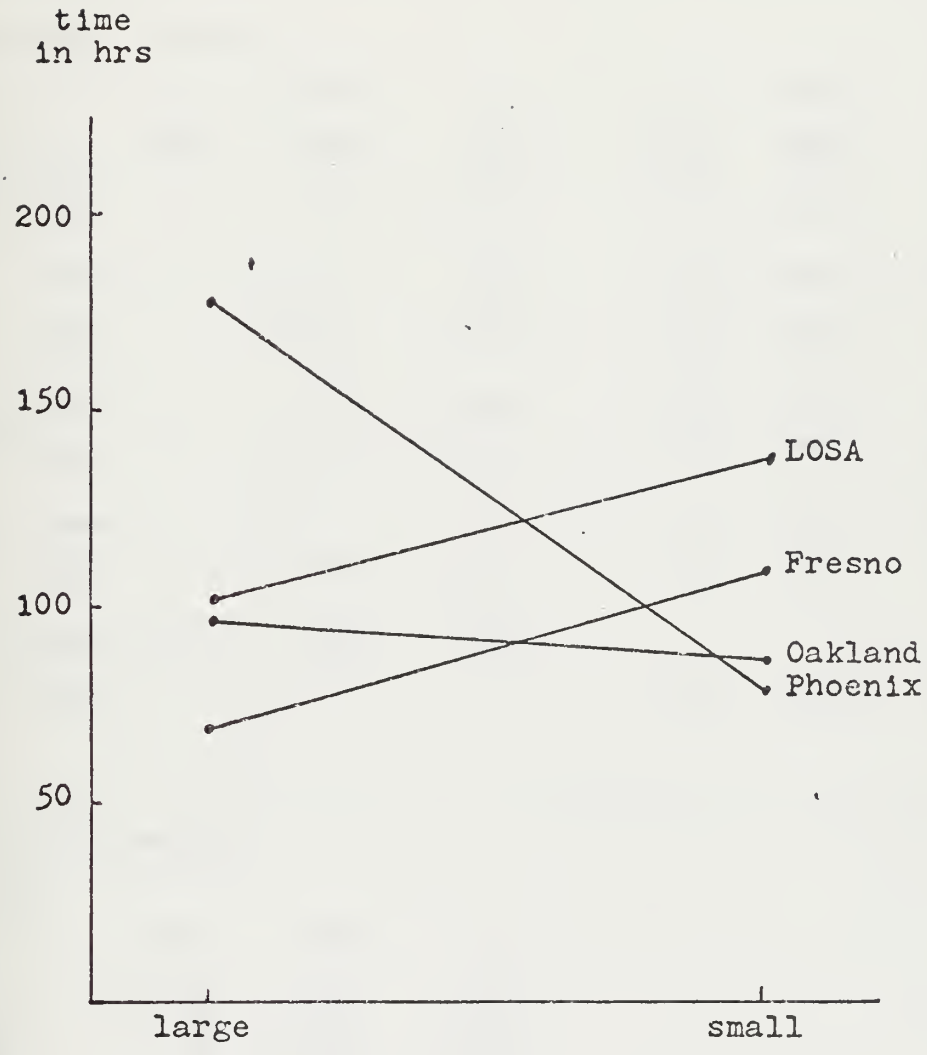

Figure 6 AFEES vs. Size interaction for time from police checks sent out to first police check back.

Table 21

Time, in Hours, From Sending of Police Checks to Last Police Check Back

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	00	00.0	00.0	00	00.0	00.0
	Far	07	174.0	111.7	01	259.0	00.0
LOSA	Near	10	109.9	73.9	10	228.8	137.8
	Far	11	242.2	149.0	16	174.4	71.0
OAKLAND	Near	13	78.5	53.4	03	00.7	00.3
	Far	10	141.0	115.0	05	126.7	132.7
FRESNO	Near				03	261.2	203.3
	Far	03	124.8	114.9	03	25.0	32.3
SLT LK	Near	00	00.0	00.0			
	Far				01	00.8	00.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	08	184.6	108.2
LOSA	47	188.2	120.5
OAKLAND	31	98.9	100.6
FRESNO	09	137.0	167.1
SLT LK	01	00.9	00.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
54	144.2	119.9	42	162.7	132.6

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
39	133.2	128.4	57	165.4	122.5

Table 22

Analysis of Variance of
Time From Sending Police Checks to Last Police Check Back

FACTOR	SS	DF	F RATIO
Distance (A)	0.00000	1	0.00000
AFEES (B)	13.11304	4	12.48088 **
Size (C)	0.00220	1	0.00627
AxB	1.56197	4	1.48648
AxC	0.00097	1	0.00279
BxC	5.63160	4	5.36010 **
AxBxC	4.48609	4	4.26982 *
Error	27.31689	78	
Total	54.03540	95	

* Significant at .005 level
** Significant at .001 level

The AFEES x Size interaction is shown graphically in Figure 7. The significant interaction arises because of the greater difference in overall means among the AFEES for their small stations. The significant three-way interaction shown in Figure 8 is complex. Note that the trend for far stations processing through the Phoenix AFEES is opposite the trends for stations processing through the other AFEES, and the trend for near stations processing through Oakland is opposite the trends for the other AFEES.

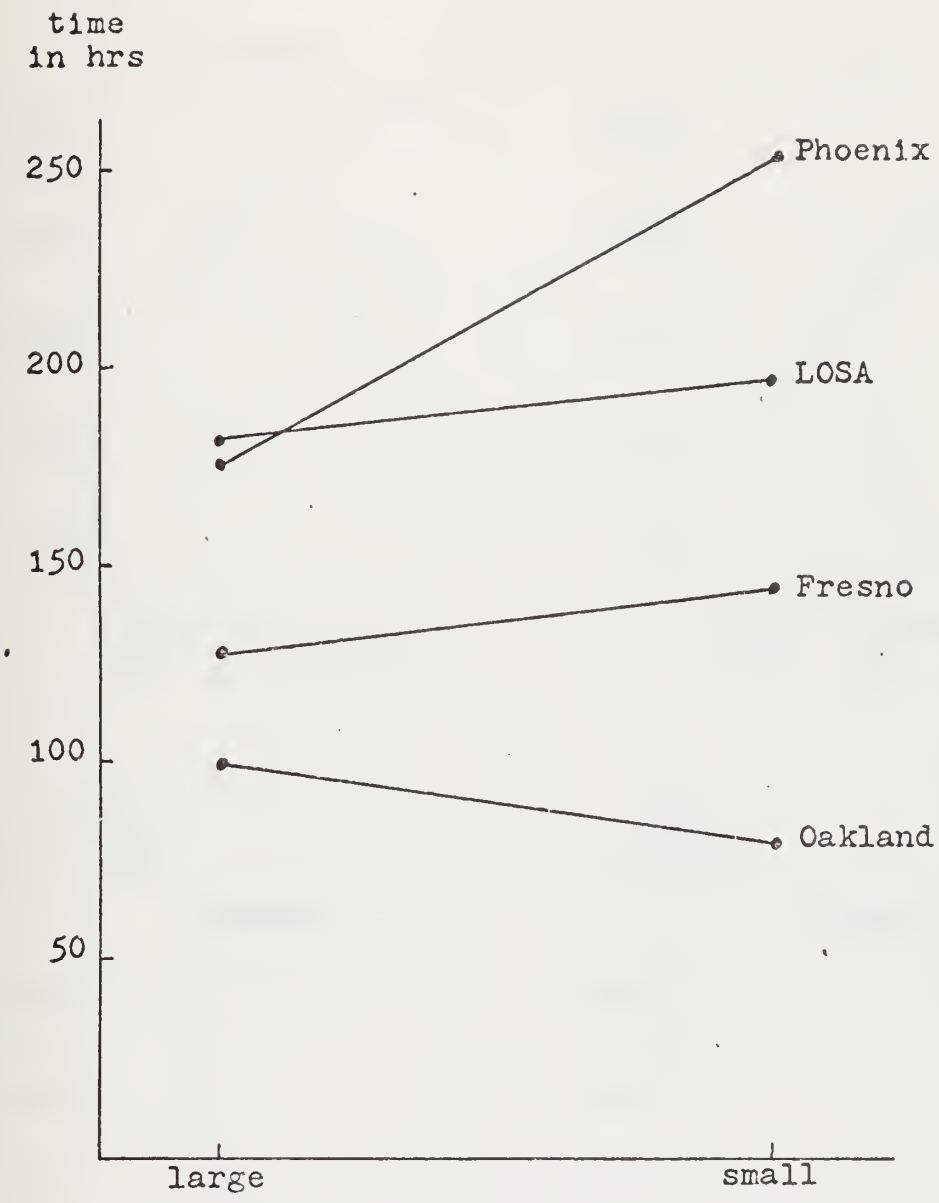

Figure 7 AFEES vs. Size interaction for time from police checks sent out to last police check back.

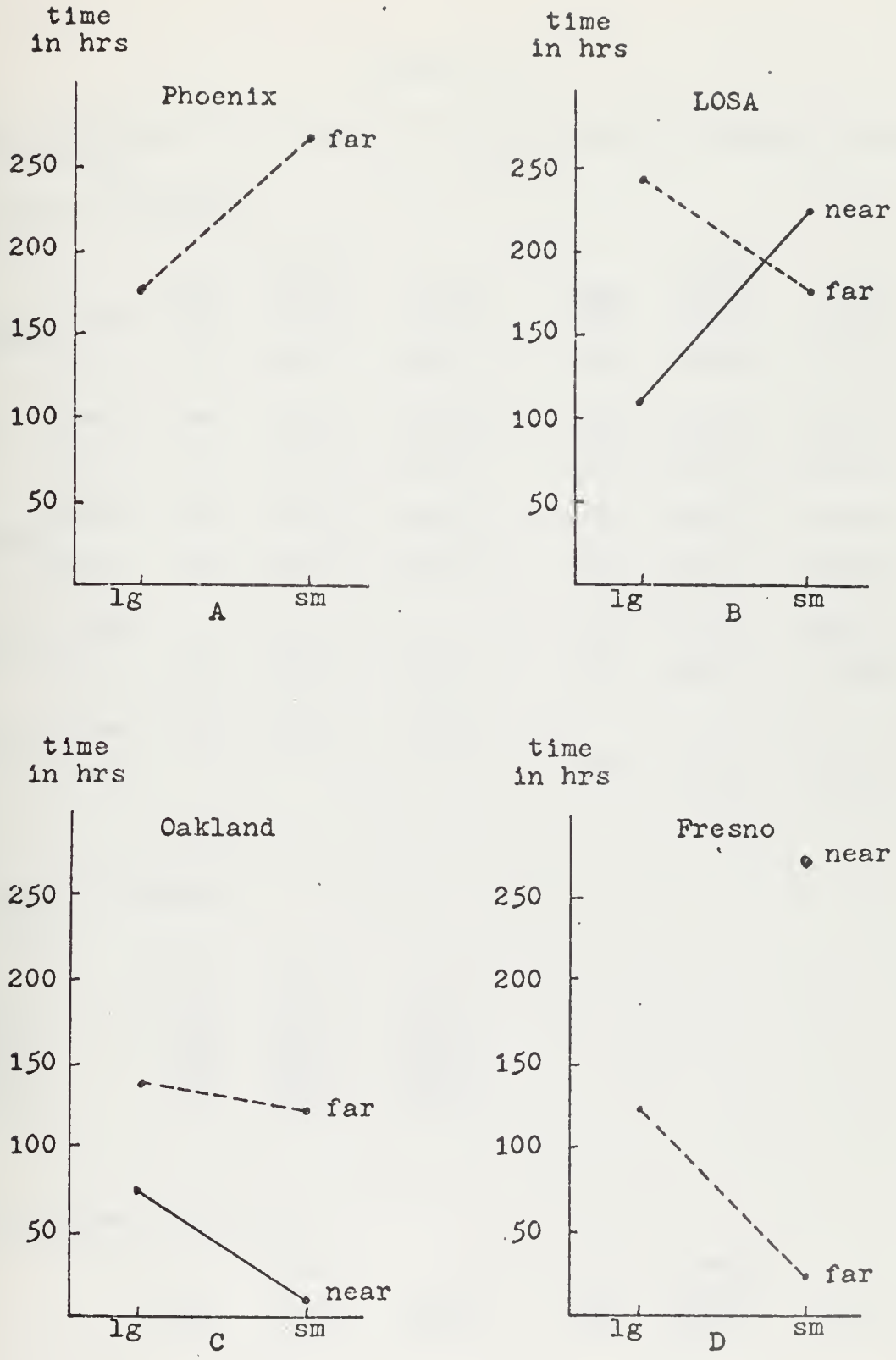

Figure 8 Three-way interaction for time from police checks sent to last police check back.

Table 23

Time, in Hours, From Start of Medical Hold to Release From Medical Hold

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	01	170.2	00.0	00	00.0	00.0
	Far	00	00.0	00.0	01	593.5	00.0
LOSA	Near	00	00.0	00.0	00	00.0	00.0
	Far	00	00.0	00.0	00	00.0	00.0
OAKLAND	Near	00	00.0	00.0	01	979.2	00.0
	Far	02	82.2	36.9	01	241.7	00.0
FRESNO	Near				06	685.2	343.2
	Far	00	00.0	00.0	01	999.9	00.0
SLT LK	Near	00	00.0	00.0			
	Far				00	00.0	00.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	02	381.9	211.6
LOSA	00	00.0	00.0
OAKLAND	04	346.3	372.0
FRESNO	07	731.3	337.1
SLT LK	00	00.0	00.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
03	111.6	51.3	10	693.4	331.9

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
08	657.6	362.6	05	401.5	356.8

Table 24

Time, in Hours, From Record Received at Mainsta to Record Sent to AFEES

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	00	00.0	00.0	00	00.0	00.0
	Far	01	137.8	00.0	00	00.0	00.0
LOSA	Near	13	352.8	339.8	06	450.0	480.9
	Far	04	349.1	262.9	07	261.9	181.7
OAKLAND	Near	65	121.2	304.3	43	194.2	317.6
	Far	53	130.7	220.7	14	20.0	31.1
FRESNO	Near				02	04.0	03.3
	Far	02	00.9	00.3	02	01.2	00.8
SLT LK	Near	00	00.0	00.0			
	Far				00	00.0	00.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	01	137.8	00.0
LOSA	30	350.6	342.1
OAKLAND	175	133.9	275.7
FRESNO	06	02.0	02.4
SLT LK	00	00.0	00.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
138	151.6	284.7	74	178.0	306.4

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
129	182.4	333.7	83	127.4	209.7

Table 25

Analysis of Variance of
Time From Record Received at Mainsta to Record Sent to AFEES

FACTOR	SS	DF	F RATIO
Distance (A)	0.02490	1	0.01529
AFEES (B)	57.30298	4	11.73153 *
Size (C)	0.04053	1	0.02489
AxB	0.04077	4	0.00834
AxC	0.02197	1	0.01350
BxC	0.15503	4	0.03174
AxBxC	0.72339	4	0.14810
Error	317.49414	195	
Total	402.70215	211	

* Significant at .001 level

This result serves to verify that the analysis of variance procedures were correctly formulated. The NRD Los Angeles mainstation processed records, stored them at the mainstation until one day prior to applicant's enlistment, then sent them to the AFEES. The other main/"A" stations processed the records and then sent them directly to the AFEES. Therefore, the AFEES being processed through should be a significant factor in the determination of this interevent time. The Fresno AFEES, however, contributes to the significant effect by an extremely low elapsed time.

Table 26

Time, in Hours, From Record Received at Mainsta to Processing Completed

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	00	00.0	00.0	00	00.0	00.0
	Far	01	260.3	00.0	00	00.0	00.0
LOSA	Near	18	446.8	444.0	08	402.0	436.7
	Far	07	301.6	232.6	08	284.5	171.2
OAKLAND	Near	67	246.1	369.4	46	276.0	317.8
	Far	55	229.4	248.9	15	123.3	171.8
FRESNO	Near				02	61.3	12.1
	Far	02	106.3	80.6	02	49.0	26.2
SLT LK	Near	00	00.0	00.0	00	00.	
	Far				00	00.0	00.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	01	260.3	00.0
LOSA	41	381.6	378.9
OAKLAND	183	238.5	312.8
FRESNO	06	72.2	55.2
SLT LK	00	00.0	00.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
150	264.9	339.0	81	250.1	303.7

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
141	287.7	373.3	90	215.8	230.7

Table 27

Analysis of Variance of
Time From Record Received at Mainsta to Processing Completed

FACTOR	SS	DF	F RATIO
Distance (A)	0.28931	1	0.70154
AFEES (B)	6.86670	4	5.55034 *
Size (C)	0.00000	1	0.00000
AxB	0.13403	4	0.10834
AxC	0.00000	1	0.00000
BxC	0.00269	4	0.00217
AxBxC	0.63110	4	0.51012
Error	88.25122	214	
Total	99.68091	230	

* Significant at .001 level

The significant AFEES effect here reflects in the preceding table, which is a component of this measure.

Table 28

Time, in Hours, Spent Processing Record at Mainsta

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	00	00.0	00.0	00	00.0	00.0
	Far	01	00.2	00.0	00	00.0	00.0
LOSA	Near	16	00.6	00.2	08	00.5	00.4
	Far	08	00.6	00.5	09	00.5	00.2
OAKLAND	Near	65	00.5	00.3	38	00.5	00.3
	Far	42	00.5	00.5	15	00.3	00.1
FRESNO	Near				15	00.6	00.3
	Far	03	00.8	00.2	03	00.5	00.2
SLT LK	Near	00	00.0	00.0			
	Far				00	00.0	00.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	01	00.2	00.0
LOSA	41	00.5	00.3
OAKLAND	160	00.5	00.3
FRESNO	21	00.6	00.3
SLT LK	00	00.0	00.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
135	00.5	00.4	88	00.5	00.3

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
142	00.5	00.3	81	00.4	00.4

Table 29

Analysis of Variance of
Time Spent Processing Record at Mainsta

FACTOR	SS	DF	F RATIO
Distance (A)	0.00248	1	0.02974
AFEES (B)	0.49180	4	1.96046
Size (C)	0.00000	1	0.00000
AxB	0.13221	4	0.52705
AxC	0.00000	1	0.00000
BxC	0.00616	4	0.02457
AxBxC	0.15260	4	0.60831
Error	17.22588	206	
Total	18.78610	222	

Table 30

Total Recorded Recruiter Processing Time Excluding Initial Visit and Tests

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	01	01.4	00.0	08	03.0	00.9
	Far	06	03.3	00.9	01	03.2	00.0
LOSA	Near	12	02.2	01.4	16	02.1	01.2
	Far	07	02.5	01.6	11	03.6	01.1
OAKLAND	Near	37	02.2	01.4	27	03.4	01.7
	Far	41	03.1	01.5	13	03.0	01.2
FRESNO	Near				14	04.2	01.4
	Far	02	03.7	01.5	03	02.4	00.5
SLT LK	Near	01	02.3	00.0			
	Far				07	03.8	02.0

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	16	03.0	01.0
LOSA	46	02.5	01.0
OAKLAND	118	02.8	01.0
FRESNO	19	03.8	01.0
SLT LK	08	03.6	01.0

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
107	02.7	00.6	100	02.9	00.6

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
116	02.8	00.4	91	03.2	00.4

Table 31

Analysis of Variance of Total Recorded Recruiter Processing Time Excluding Initial Visit and Tests

FACTOR	SS	DF	F RATIO
Distance (A)	0.00787	1	0.13049
AFEES (B)	0.16368	4	0.67817
Size (C)	0.00000	1	0.00000
AxB	0.08247	4	0.34171
AxC	0.01191	1	0.19750
BxC	0.01165	4	0.04830
AxBxC	0.38867	4	1.61037
Error	11.28336	187	
Total	14.04303	206	

Table 32

Number of Reported Time Blocks Involved in Processing Applicant

A. Detailed Results

		Large			Small		
		Obs	Mean	Dev	Obs	Mean	Dev
PHOENIX	Near	01	03.0	00.0	08	03.0	01.3
	Far	06	02.5	00.5	01	05.0	00.0
LOSA	Near	12	02.4	01.2	16	02.5	01.5
	Far	07	03.4	01.9	11	02.6	01.2
OAKLAND	Near	37	02.0	00.8	27	02.9	01.0
	Far	41	03.6	01.5	13	03.2	01.4
FRESNO	Near				14	03.6	01.0
	Far	02	03.5	00.7	03	03.3	01.2
SLT LK	Near	01	01.0	00.0			
	Far				07	03.4	01.5

B. Summary Results

By AFEES

	Obs	Mean	Dev
PHOENIX	16	02.9	00.7
LOSA	46	02.6	00.7
OAKLAND	118	02.9	00.7
FRESNO	19	03.3	00.7
SLT LK	08	03.1	00.7

By Large/Small, Near/Far

Large			Small		
Obs	Mean	Dev	Obs	Mean	Dev
107	02.8	00.0	100	03.0	00.0

Near			Far		
Obs	Mean	Dev	Obs	Mean	Dev
116	02.6	00.0	91	03.3	00.0

Table 33

Analysis of Variance of Number of Reported Time Blocks Involved in Processing Applicant

FACTOR	SS	DF	F RATIO
Distance (A)	0.00000	1	0.00000
AFEES (B)	3.03882	4	0.46684
Size (C)	0.00000	1	0.00000
AxB	0.83472	4	0.12823
AxC	0.00806	1	0.00495
BxC	4.94287	4	0.75936
AxBxC	5.87988	4	0.90331
Error	304.30957	187	
Total	380.41602	206	

Table 34

Analysis of Variance Summary

FACTOR	Start to Physical Scheduled	Start to Police Checks Sent	Start to Back from Physical	Start to Recruiter Completed	Start to Processing Completed	Physical Scheduled to Back from Physical	Police Checks Sent to First PC Back	Police Checks Sent to Last PC Back	Record at Mainsta to Rcd to AFEES	Record at Mainsta to Processing Complete	Time Processing Record at Mainsta	Total Recruiter Time Processing	Number of Increments to Process
Dist (A)													
AFEES (B)							X	X	X	X			
Size (C)													
AxB													
AxC													
BxC							X	X					
AxBxC				X				X					

X indicates significant at .1 level

The data in Table 12 seemed to indicate that the Fresno AFEES might be experiencing a significantly higher percentage of applicants being placed in a Temporary Medical Rejection status. Confidence intervals at tne .9 level of confidence were computed to determine the statistical ranges of rejection percentages. These confidence bounds are listed in Table 35.

Table 35

Confidence Bounds on the Temporary Medical Rejection Percentages

AFEES	Lower Bound	Upper Bound
Phoenix	0.0%	7.3%
LOSA	0.0%	5.5%
Oakland	1.0%	4.7%
Fresno	11.9%	34.0%
Slt Lk Cty	0.0%	0.0%

DISCUSSION

The two processing flows shown in Figure 3 were the two most commonly reported flows as determined from the processing sequence listings in Appendix D. Other flows listed in Appendix D appear to be only minor variations of those shown in Figure 3. It is interesting to note that in almost every case listed in Appendix D where the SBTB is not listed as the first event completed it is not listed at all. In those 7 cases where the SBTB is reported but not listed as the first event, it is listed as the second event completed in all of them. Most of the variations in the listed sequences seem to arise from either added requirements (such as a BTB) or from variations in the order in which the shorter forms are completed. It appears that none of the main factors affect the actual processing flows since no one station or group of stations dominates a particular flow pattern and the stations reporting a large number of cases seem to have their reported sequences fairly well spread throughout the range of reported patterns.

As a main factor, distance from the processing AFEES did not have a significant effect upon any of the interevent times examined. Distance was a significant factor only when considered in conjunction with station size and the particular AFEES being processed through. This three-way interaction was a significant factor with respect to the times from start-to-process to completion of recruiter-responsible events, and the times between send police checks and last police check back.

It had been thought initially that the distance would be a significant factor in applicant processing primarily in

the area of scheduling and accomplishing physical examinations. This lack of significance as a main factor seems to come from the fact that interevent times are primarily waiting times that are similar among stations regardless of their location.

The size of a recruiting station was not a significant main effect in any of the time increments examined. Size in conjunction with the other two main factors became significantly involved in the administration of police checks. Station size was considered as a main factor because the recruiters at the large stations could specialize and thus thus process more efficiently. A large number of recruiters at a recruiting station would also allow someone to be there during business hours so that processing would not be held up while the applicant waited for the recruiter to return from a field trip. This concept assumes that the average applicant wants to enlist as soon as possible. From overall flows it now appears that the average applicant does not fit this assumption.

The AFEES that an applicant processed through was thought to be a significant factor in applicant processing because of the different procedures and requirements of the AFEES. This hypothesis was confirmed as the AFEES processed through was a significant factor in the processing of police checks and the times for completing processing after the records were received at the mainstation. In addition, the AFEES was significantly involved in recruiter processing times when considered in conjunction with the distance and size factors.

The AFEES being processed through had an effect on the determination of the time from record received at mainstation to processing completed because of the very low recorded times for those processing through the Fresno AFEES

and the higher recorded times for those processing through the LOSA AFEES (Table 26). When comparing the mean times from the LOSA and Oakland AFEES (the two with the much larger sample size), a 5.9 day difference in time (shorter for Oakland) can be seen. This difference can be accounted for, at least in part, by the fact that the LOSA mainstation, using the procedures necessary for the machine processing of applicant records, requires that records arrive at the mainstation at least 4 working days prior to enlistment. This lead time was required to provide the mainstation's Word Processing Center with the necessary flexibility for efficient operation.

An interesting point arises from the fact that there is no difference in times from start-to-process to processing complete among those processing through different AFEES. The conclusion might then be reached that, if there is no difference in total flow time but LOSA takes significantly longer to accomplish one portion of the flow, then LOSA must take significantly less processing time in the recruiter-responsible portion of the flow.

The analysis of variance indicates that none of the main factors were individually significant with respect to the time required to complete the recruiter-responsible portion of applicant processing. When the factors were considered collectively, however, a significant three-way interaction was evident and can be seen in Figure 5. This interaction significance appears to be caused by the extreme difference in trends between the Phoenix and Fresno AFEES coupled with the similarity of patterns between the LOSA and Oakland AFEES. It seems probable, in fact, that any differences between the LOSA and Oakland AFEES would be masked by the Phoenix and Fresno differences.

Returning to the consideration of overall flow times,

Table 13 indicates that recruiters processing through the LOSA AFEES complete the recruiter-responsible portion of the flow about 4 days sooner than those processing through Oakland. Processing from this point to completion averages 6 days longer through the LOSA AFEES (Table 26). Overall flows from start to completion of processing (Table 15) show applicants taking 3 days longer through the LOSA AFEES. Thus the conjecture that applicants processing through the LOSA AFEES process faster through one portion and slower through another portion of the flow pattern may be valid.

The administration of police checks appears to be a complex process. Figure 7 shows the significant effect of the AFEES factor as well as the effect of the AFEES-size interaction in determining the time until the last police check is received. The two-way interaction seems to be driven by the small-station differences especially at the Phoenix and Oakland AFEES. These values appear to be largely controlled by the Flagstaff and Redwood City stations, respectively. The Flagstaff recruiters are responsible for a large area and must administer the majority of their police checks by mail to fairly remote areas. The Redwood City recruiter usually hand carries his police checks to the nearby county seat offices and is able routinely to complete police checks in less than one hour. There are complex three-way interactions also involved in the administration of police checks and these can be seen in Figure 8. These interaction patterns are quite irregular and it is difficult to determine the causes. Since the administration of police checks is an important step in the processing sequence, it is recommended that they be more closely examined to determine the true nature of the factors controlling their arrival times.

When examining Figure 3 (the most commonly reported processing flows) in conjunction with Tables 4 and 5 (intra-

and interevent times) it is difficult to specify any individual requirement as controlling the processing flow times. But consider the following sequence of events as a possible model.

In Figure 3A, the applicant comes into the recruiting office and is given the SBTB examination. After the results are explained the applicant either decides to enlist (thus police checks are sent out and a physical exam scheduled almost immediately) or the applicant leaves to "think it over". After a period of time the applicant returns, gives his affirmative answer and is then scheduled for a physical examination and police checks are sent out. This seems to be supported by the fact that the times from start processing to schedule physical and from start processing to send police checks have a relatively low mean, 6.2 days, in relation to their maximum times, 138 days. It is also supported by the fact that the analysis of variance did not find a significant portion of the variation in reported times from start to physical scheduled, and from start to police checks sent attributable to any of the main factors or interactions. It seems reasonable to expect a certain amount of the population "across the board" to be hesitant about making the initial commitment.

The lower flow sequence (B) in Figure 3 requires a slightly different interpretation. In this flow, the recruiter gives the applicant the lengthy form DD 398 (Statement of Personal History) to take home and complete. The recruiter then waits until the completed form is returned and examined before committing the command's physical examination and BTB testing resources to the applicant. This process may also contribute to lengthy times between the SBTB and the scheduling of these events. However, for an applicant of doubtful character and history, it would appear wise to send out police checks immediately and look at his form 398 before proceding further.

Once the police checks have been sent and the physical

scheduled, the man and the police checks averaged the same amount of time to return (6.3 days each). The recorded minimum and maximum times were not too different.

The applicant is now physically, mentally, and morally qualified for enlistment. What remains is to fill out the rest of the forms, schedule enlistment and shipping dates, and sign the paperwork. This final portion averaged 2 to 3 hours in 2 to 3 time blocks.

The average time spent from start of processing to the completion of recruiter-responsible events was 18 days. The average amount of time consumed completing recruiter-responsible processing requirements was 6 days. It seems reasonable, then, to consider the possibility that much of the recruiter-responsible processing period was consumed waiting for the applicant to decide to process, to bring in information, or to come in and sign paperwork. If this is an accurate assessment of the situation, then it would appear that the present system is capable of processing the average applicant with no undue delay.

Intraevent times would probably not be critical to processing times in such a model because of their relatively short duration.

The implications of the distributions of times, both the times to complete individual events and the times between the occurrences of major events, are that the individual times within an event are independent of each other. In other words, the time that it takes one applicant to complete an event does not influence the time that it takes another applicant to complete the same event. The distributions also imply that there are three ways to shorten overall processing time in the model. The first way is to arrange the processing sequence so that those events which have the longest mean time to completion are done first. The recruiters are doing this now to the greatest extent possible. The second possibility for shortening

overall processing is to reduce the mean time to completion of various events by eliminating the outliers (the particular instances where there is a very long time to completion). The third possibility is to eliminate the time-consuming requirements from the processing sequence altogether. While it is clear that it would not be feasible to completely eliminate existing requirements, it may be possible to identify certain instances where some of the processing requirements might profitably be waived. By doing this, it might be possible to shorten the processing time for an individual who is anxious to enlist in a short period of time while still maintaining necessary standards.

Some of the data seems to indicate a possible urban/rural type relationship rather than an AFEES type relationship as a factor in the determination of some interevent times. Figure 5 is a graphic example of this possibility. The Phoenix-far-small station could be classified as a rural type station as could the Fresno-near-small and the Fresno-far-small stations. The fact that the values for these stations differ quite dramatically from the other station values lends credence to the urban/rural concept. Tables 24 and 26 also tend to support this concept because of the extremely low interevent times recorded for the Fresno AFEES. This type of relationship would be quite plausible when considering such things as population density, transportation availability, environmental background, etc. It is recommended that the data be subjected to additional analysis using the urban/rural concept as a main factor.

The distribution of times, both to complete events and between events, lends itself to the building of a stochastic computer simulation model of the recruit processing system. With this type of simulation model, it would then be possible to do at least a limited sensitivity analysis on

some of the parameters of the processing model to determine how changing the requirements might affect the overall flows.

The figures used to compute the TMR confidence intervals in Table 35 do not match the number of of TMRs listed in Table 12. This is because Table 12 is a summary of recorded times from start to process to applicant placed in a TMR status. Two additional applicants were placed in a TMR status but the time at which they started to process was not recorded. These two additional TMRs (one from Fresno and one from LOSA) came from a separate listing of those placed in a TMR status but for whom the required time interval could not be computed.

V CONCLUSIONS AND RECOMMENDATIONS

From an overall assessment of the recruit processing model, considered in conjunction with the information provided on the green sheets that could not be coded, it appears that Navy Recruiters in general are doing the most efficient job of processing recruits possible.

The distance of a recruiting station from the processing AFEES has no significant effect upon processing flows or flow times.

The size of a recruiting station has no significant effect upon processing flows or flow times.

The particular AFEES being processed through was a significant factor in determining computed times for the administration of police checks.

The interaction of AFEES with station size was a significant factor in the determination of times to administer police checks.

The three-way interaction of the main factors was a significant factor in the determination of the times to administer police checks.

It is recommended that the administration of police checks be examined more closely to gain a better understanding of these effects and interactions.

The particular processing AFEES had a significant effect on overall flows from the end of the recruiter-responsible stage to the end of processing.

Recruiters generally process applicants using the same sequence of events.

It is recommended that both internal and external processing requirements be reviewed to determine which, if any, might be waived in certain cases in the interests of overall efficiency.

The percentage of recruits placed in a temporary medical rejection status from the Fresno AFEES is much higher than the percentages for the other AFEES. It is not clear why this is happening and it is recommended that someone with a medical background be asked to look for the cause.

It is recommended that further analysis be conducted on the data collected in an attempt to more thoroughly understand the enlisted recruit processing system.

Appendix A

DATA SHEET INSTRUCTIONS

1. The data for an individual recruit should be recorded on a single 8x10 sheet of paper. If one sheet, filled-in on both sides, is not enough, then staple a second sheet to the first and continue.

2. The data sheet is designed to have an unconstrained format. This means that there are no lines or spaces to fill in. The reason for this is so you won't feel that you have to write a paragraph when two words would do, or that you can only write one sentence when you want to write a paragraph. You can take as little or as much space as you feel you need for each entry.

3. The data sheet for an individual recruit should be kept with the rest of his file until he has completed processing or drops out of the processing procedure.

4. The data sheet for a completely processed recruit should look something like the enclosed sample data sheet.

5. The information provided on a data sheet should include (BUT IS NOT LIMITED TO) :
   a. Type of Enlistment/Reenlistment (i.e. Regular, Cache, etc.)
   b. Any special handling requirements or events that would require extra time/steps--such as Waiver case, Medical Hold, etc.
   c. Time sequences involved in the actual processing of a recruit.
   d. Event sequences involved in processing a recruit.
   e. Any remarks/comments you think might be useful or helpful in looking at the data sheet.

6. A separate sheet of standard phrases and corresponding code numbers is included with these instructions. Either the codes or the phrases (or a mixture of codes and phrases) may be used on a data sheet. This list is not meant to be all-inclusive. If you perform a step and it is not on the list then simply write it out.

7. Procedures for making data entries:
   a. When you first start to process an applicant (regardless of what step you do first) record the time at the top of the data sheet.
   b. When you finish this step (or steps), record the timebelow the first time and list what step/steps were completed using either codes or phrases.
   c. Keep this sheet with the rest of the applicants file.
   d. Whenever you spend time processing this applicant you should record start time, stop time, and steps completed.

e. For a single event that doesn't require a block of time to complete, just record the single time and the event. (For example- if one of John Jones' police checks arrives in the mail and you are simply going to place it with the rest of his file, you would record a single time and write "received police check" or use code "006R".)

f. When processing is completed (just prior to enlistment), the final time stamp and entry should be made (by AFEES Liason). The data sheet should then be removed from the file and placed in a box for collection.

g. Once each week (on Friday) all of the completed data sheets should be mailed to:

Lt. John Corsey, USN
SMC 1325
U.S. Naval Postgraduate School
Monterey, Calif. 93940

8. Some additional guidelines:

a. If a man starts processing but quits (or gets dropped) somewhere along the way (he changes his mind, he could not qualify for a desired school, he did not want to wait for a school opening, he decided to join the Army instead, etc.) then at that point, whoever has the man's record should time stamp the data sheet, record the fact that the man quit and the reason he quit (if known). Once each week mail these data sheets to Lt. Corsey.

b. If you forget to record a time, PLEASE!!! DON'T FAKE IT! A guess or lie can hurt worse than no information at all. Simply record the steps completed and state that you forget to record start and/or stop time. Then continue to record data as usual.

c. If you have any questions or you're not sure about something, don't hesitate to ask. If you have any comments/suggestions you can include them with the data sheets or write them separately.

9. The accuracy and validity of this study and its results depends upon all of us as individuals. These results will be used, in part, to help motivate new methods/procedures/changes that will enable us to become more efficient/effective recruiters. Please remember that this is your opportunity to provide a real and meaningful input into the system.

LIST OF STANDARD PHRASES AND CORRESPONDING CODES

CODES	STANDARD PHRASES
001	Start to process
002	Checked ASVB score
003	Explained SBTB test procedures
004	Graded SBTB
005	AFEES pink slip
006	Forms for police checks
007	Reference request forms
008	DD 398
009	DD 398 with addendum sheet
010	NAVPERS 781 (Info Card)
011	Blue Suspect/Prospect Card
012	Fraudulent Enlistment Warning
013	Copy of Marriage/Divorce Certificates
014	Copy of Dependents Birth Certificates
015	School Transcripts
016	Evidence of Citizenship
017	Financial Statement
018	Copy of High School Diploma or GED
019	Parental Consent form
020	Change of Name Statement
021	Record of Emergency Data
022	DD 214
023	Clearance Request from Reserve Component
024	Waiver Request Form
025	Statement of Understanding
026	Affirmation of Truthfulness
027	Wait for Medical Hold
028	Release from Medical Hold
029	Wait for School Quota
030	Get RACS Control # (school seat)
031	File complete- All recruiter responsible forms collected and filled out
032	Enlistment Contract
033	Quality Control Check-off Sheet
034	QC check by RINC
035	Forms sent to Zone Supervisor
036	Forms sent to Regional Supervisor
037	Forms sent to Mainsta/WPC
038	Forms received by Zone Supervisor
039	Forms reviewed by Zone Supervisor
040	Recruit interviewed by Zone Supervisor
041	Recommendations written by Zone Supervisor
042	Forms sent to Mainsta/WPC

CODES STANDARD PHRASES

043.....Forms received by Regional Supervisor
044.....Forms reviewed by Regional Supervisor
045.....Recruit interviewed by Regional Supervisor
046.....Recommendations written by Regional Supervisor
047.....Forms sent to Mainsta/WPC

048.....Forms received at Mainsta
049.....Forms received at WPC
050.....Forms reviewed for completeness/correctness
051.....Forms processed at WPC
052.....Service Record assembled
053.....Service Record filed at Mainsta
054.....Recruit interviewed/counseled
055.....Wait for COMNAVCRUITAREA/COMNAVCRUITCOM waiver action
056.....Waiver granted/disapproved
057.....Record sent to AFEES Liason

058.....Record received at AFEES Liason
059.....Record filed at AFEES Liason
060.....Record reviewed for completeness/correctness
061.....Recruit interviewed/counseled
062.....Processing completed

ADDITIONAL SYMBOLS

There are four additional symbols that can be added to some of the codes to help clarify them.

These symbols are:

C=Checked
F=Filled out (handwritten)
R=Received
T=Typed

To use these symbols, simply add them to the appropriate code.

EXAMPLES:

CODE MEANING

006T.....Typed forms for police checks
006R.....Received forms for police checks (police checks came back)
009C.....Checked DD 398 with addendum sheet
032F.....Made handwritten entries to Enlistment Contract

NOTE: WRITE PROCESSING STATION HERE E.g. NRS ONTARIO

SAMPLE DATA SHEET

Regular Enlistment
No special handling

07MAR0915 } 001, 003
07MAR0930 }

07MAR1100 } 004 (or "GRADED SBTB")
07MAR1106 }

07MAR1125 } 006 T, FILLED OUT SUSPECT/PROSPECT CARD (or "011 F")
07mar1140 }

08MAR0830 005 R, 018 R, 005 R, 009 R
08MAR0900 } 009 C
08MAR0912 }

08MAR1136 006 R NOTE (IF POLICE CHECKS WERE BAD WOULD SCRATCH OUT "NO SPECIAL HANDLING" and write "WAIVER REQUIRED" IN ITS PLACE)
031

08MAR1210 } 034 (OR QC BY RING)
08MAR1246 }

08MAR1400 - 037

10MAR0836 } 049, 050
10MAR0853 }

11MAR1300 } 051, 052
11MAR1358 }

11MAR1425 } 050
11MAR1434 }

11MAR1538 - 053

14MAR0730 } 050, 054
14MAR0752 }

14MAR0759 - 057

14MAR1246 } 058, 060, 061, 062
14MAR1310 }

NOTE: This data sheet would then be placed in a box and mailed on Friday

Appendix B

14 NOVEMBER 1974

From: Lt. John W. CORSEY, USN
To: Recruiters Participating in Recruit Processing Study

Now that the time recording machines are out in the field and some green sheets have started coming in, I'd like to reemphasize some of the things we talked about concerning the data sheets.

Everything I've received so far looks good. The information has all been clear and usable.

I'm enclosing a copy of one of the better data sheets I've received to give you more of an idea of the kind of things we are looking for. It contains all of the essential information and is clear and easy to follow.

When we start to analyze the data we will be looking at it from many different aspects, i.e. all the data from small stations or all the data from stations less than 50 miles from AFEES, etc. To be sure of getting all of the data into the proper catagories each time we sort it, it is important that your station name be on every green sheet submitted.

Police Checks- Nearly everyone recorded when they went out but not as many recorded when they came back. If you should forget to record when they come in, please write a comment on the green sheet (like- Police checks came back yesterday 13 NOV).

I've gotten some green sheets on people who quit processing (mostly because they failed the written test). Just a reminder that information on those who quit processing (even if after only one step) can be just as important as information on those who complete.

Thank you all for your efforts thus far. I believe we are going to get some good solid meaningful data.

Respectfully,

John W. Corsey

246A

TESTED AT HIS HOME — 0830 11 Oct 74

004 — 0930 11 Oct 74

SCHEDULED BTB FOR 0830 15 Oct 74 — 1030 11 Oct 74

TYPED MED. PAPERS — 1000 15 Oct 74

006 — 15 OCT P 2 19

COMPLETED 006 — 15 OCT P 2 31

COMMENCED TYPING CASE — 22 OCT P 2 40

COMPLETED " " — 22 OCT P 4 35

REC SHERIFF'S CHECK FM FAIRFIELD 23 OCT A 11 01

" JUV. " " " — 24 OCT P 1 55

COMM. TYPING ADDUTRA CARD — 25 OCT A 8 56

COMP. " " " — 25 OCT A 9 19

REC POLICE CHECKS FROM REDDING — 29 OCT A 9 45

COMM. SIGNING PAPERS AT APP. HOME — 29 Oct 1145

TYPED SBTB FG13 + 781 CARD — 29 OCT P 2 08

COMPLETED SBTB FG13 + 781 CARD — 29 OCT P 2 18

COMM. CHECKING CASE —

COMP. " " — 29 OCT P 2 51

SENT CASE TO ZONE SUP — 29 OCT P 3 07

RECEIVED BY ZONE SUP — 29 OCT P 3 07

ZONE QUALITY CK COMMENCED — 30 OCT A 7 44

" " " COMPLETED — 30 OCT A 7 54

050 — 4 NOV A 8 10

052 — 4 NOV A 8 37

053 — 4 NOV A 9 47

057 — 4 NOV A 9 57

058 — 5 NOV A 7 49

062 → 7 NOV P 1 03

061 → 7 NOV P 12 51

RET TO EPO FOR FRAUD SHEET EVAL

060 → 7 NOV P 12 06

059 → 7 NOV P 12 06

10 December 1974

From: Lt John W. CORSEY, USN
To: Recruiters Participating in Recruit Processing Study
Subj: Extension of the Recruit Processing Study to 31 JAN 1975

The study is in full swing now and most of the data sheets we are getting look both accurate and complete. However, we don't have as much data as we thought we would have by now and we don't have as much as we need to do a full analysis.

The problem arose because the start-up time was longer than expected. Start-up time is the time required to get all of the machines into the field and to start getting green sheets back. The problem was compounded by the fact that not too many people enlist just before Christmas.

In an effort to gain a larger and more complete data base, Captain KEENER has consented to extend the time study until 31 JAN 1975.

I appreciate your efforts thus far and thank you for your continued cooperation.

Respectfully,

John W. Corsey

19 JANUARY 1975

From: Lt John W. CORSEY, USN
To: Recruiters Participating in Recruit Processing Study
Subj: Procedures for Termination of Time Study

The Recruit Processing Time Study will end on 31 January. At that time we will need to collect all outstanding green sheets (even those only partially completed) for final analysis.

There are two things you can do to help me get the green sheets with no undue delay.

1. On 31 January pull all of the green sheets you have from your office files, stamp them, and record "End of Study". Then mail these green sheets directly to me.
2. Include in this package a list of those whose green sheets have already been forwarded to AFEES/ MAINSTA/"A" STA, but who have not yet shipped. I can then compile these into master lists, making it easier to collect the sheets in that phase of processing.

My address is:

Lt John W. CORSEY, USN
SMC 1325
U. S. NAVAL POSTGRADUATE SCHOOL
MONTEREY, CALIF. 93940

I want to thank each of you who participated in this study. Your cooperation has been outstanding and it looks like we will have an abundance of useful information.

Respectfully,

John W. Corsey

APPENDIX C

LIST OF SEQUENCE DATA CODES

CODE	EVENT
02	CHECK ASVAB SCORE
04	CORRECT SBTB
05	SCHEDULE PHYSICAL EXAMINATION
06	SEND POLICE CHECKS
07	SEND DD-370 REF REQUESTS
08	CHECK DD-398
09	SCHEDULE BTB
10	COMPLETE NAVPERS 781 INFORMATION CARD
11	COMPLETE SUSPECT/PROSPECT CARD
12	COMPLETE DD-1130/2
17	FILL OUT FINANCIAL STATEMENT
18	COMPLETE DD-372 BIRTH VERIFICATION
19	COMPLETE PARENTAL CONSENT FORM
20	COMPLETE CHANGE OF NAME STATEMENT
21	COMPLETE RECORD OF EMERGENCY DATA
24	COMPLETE WAIVER REQUEST FORM
25	COMPLETE STATEMENT OF UNDERSTANDING
26	COMPLETE AFFIRMATION OF TRUTHFULNESS FORM
32	COMPLETE ENLISTMENT CONTRACT INFORMATION

APPENDIX D

PROCESSING SEQUENCES AS REPORTED BY RECRUITERS

ST=STATION CODE NUMBER
CS=CASE NUMBER
CODES ARE FROM APPENDIX C

STCS	SEQUENCE
2102	02 05 06 07 08 26 32 11 12 21
2103	02 05 06 07 11 21 25 08 10 12 32
0924	02 05 09
0938	02 05 09 06 08 12 18 25 26 32
1609	02 05 09
2105	02 04 05 06 07 08 10 12 21 25 32
0937	02 04 05 06 08 09 11 12 25 26 32
1305	02 04 05 06 11 12 25 26 32 18
1306	02 04 05 06 11 12 25 26 32 18
1508	02 04 06 08 11 12
1502	02 04 06 12 08
0606	04 05
0320	04 05 06
0919	04 05 06
1611	04 05 06
2218	04 05 06
2226	04 05 06
2506	04 05 06
3226	04 05 06 07 08 09
2510	04 05 06 07 08 12 26 21
1312	04 05 06 08
1313	04 05 06 08
3507	04 05 06 08 09 10 11 12 17
0910	04 05 06 08 09 10 12 19 21 25 26 07 24
0911	04 05 06 08 09 11 12 17 21 25 26 32
2531	04 05 06 08 09 11 19 10 21 25 26
2530	04 05 06 08 09 11 19 12 21 25
1304	04 05 06 08 10
3028	04 05 06 08 10 11 12 17 21 25 26 32
3014	04 05 06 08 10 12
3036	04 05 06 08 10 12 17 21 25 26
3042	04 05 06 08 10 12 17 21 25 26 32
3050	04 05 06 08 10 12 17 25 26 32
1301	04 05 06 08 10 12 19 21 25 26 32
3024	04 05 06 08 10 12 19 21 25 26 32
3027	04 05 06 08 10 12 19 21 25 26 32
3040	04 05 06 08 10 12 19 21 25 26 32
3046	04 05 06 08 10 12 20 21 25 26 32
2526	04 05 06 08 10 12 21 25 26
3045	04 05 06 08 10 12 21 25 26
1302	04 05 06 08 10 12 21 25 26 32
1303	04 05 06 08 10 12 21 25 26 32
1307	04 05 06 08 10 12 21 25 26 32
1308	04 05 06 08 10 12 21 25 26 32
1310	04 05 06 08 10 12 21 25 26 32
1311	04 05 06 08 10 12 21 25 26 32
3022	04 05 06 08 10 12 21 25 26 32
3029	04 05 06 08 10 12 21 25 26 32
3019	04 05 06 08 10 12 21 32
2527	04 05 06 08 10 21 25 26 32
0935	04 05 06 08 11 12 18 21 25 26 32
0942	04 05 06 08 11 12 18 21 25 26 32 09
0912	04 05 06 08 11 12 19 21 25 26 32
0907	04 05 06 08 11 12 21 25 26
0908	04 05 06 08 11 12 21 25 26
3505	04 05 06 08 11 12 25 26 32
3508	04 05 06 08 11 12 25 26 32
0510	04 05 06 08 12

3603 04 05 06 08 12
2701 04 05 06 08 12 19 21 25 26 32
3038 04 05 06 08 12 19 21 25 26 32
3034 04 05 06 08 12 21 25 26 10 32
1601 04 05 06 08 12 25 26 21 32
3501 04 05 06 08 19 25 10 11 12 21 26 32
3301 04 05 06 08 21
1701 04 05 06 08 21 25 26 32
2223 04 05 06 09
3506 04 05 06 09
3509 04 05 06 09
2509 04 05 06 09 12 18 26
0318 04 05 06 09 19
3504 04 05 06 09 19 25
3510 04 05 06 09 19 25
3511 04 05 06 09 19 25
0906 04 05 06 10 11 12 21 26 32 08
3044 04 05 06 10 12 21 25 26
3033 04 05 06 10 12 21 25 26 32
0301 04 05 06 18
2507 04 05 06 18
0302 04 05 08
0306 04 05 08 07
3601 04 05 08 09
1904 04 05 08 09 06 18 07
3010 04 05 08 10 12 19 20 21 25 26 32
3009 04 05 08 10 12 19 21 25 26 32
3039 04 05 08 10 25 06 12 21 26
0922 04 05 09
1615 04 05 09
1903 04 05 09
2108 04 05 09
2514 04 05 09
0322 04 05 09 06
1902 04 05 09 06
2209 04 05 09 06
2227 04 05 09 06
1703 04 05 09 06 08
0934 04 05 09 06 08 11 12 18 19 21 25 26 32
0936 04 05 09 06 08 11 12 18 20 21 25 26 32
0943 04 05 09 06 08 11 12 18 21 25 26 32
0932 04 05 09 06 08 11 12 19 21 25 26 32
0933 04 05 09 06 08 11 12 19 21 25 26 32
0909 04 05 09 06 08 11 12 21 25 26 29 32
2225 04 05 09 06 08 18
0702 04 05 09 06 12
2512 04 05 09 06 12 19 32 08 18
0701 04 05 09 12 06
3503 04 05 09 12 21 25 26 07 06
2207 04 05 09 17 12 06
3502 04 05 09 18 06 08 11 12 21 25 26
2513 04 05 09 32
3105 04 05 11
1014 04 05 11 12 08 17
2323 04 05 11 12 18 19 08 10
1506 04 05 12 06 08
3302 04 05 12 06 08 11 21 26 24 32
0401 04 06
0605 04 06
0512 04 06 05
0607 04 06 05
0608 04 06 05
0609 04 06 05
1905 04 06 05 08
2214 04 06 05 08
2216 04 06 05 08
2508 04 06 05 08
3016 04 06 05 08 10 12 19 25 26 32
1504 04 06 05 08 11 12
2516 04 06 05 08 12 21 25 26 32
1901 04 06 05 08 12 25 26
2213 04 06 05 08 19

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1705 04 06 05 09
0610 04 06 05 09 08
3026 04 06 05 10 12 20 21 25 26 32
3030 04 06 05 12 21 08 10 25 26 32
3047 04 06 05 17 21 25 26 32
0511 04 06 07 05
0501 04 06 07 08 10 24
0502 04 06 07 08 12 09 26 18 24 11
0503 04 06 07 08 12 09 26 18 24 11
0102 04 06 07 08 21 24 25 26 32
0416 04 06 07 09
1006 04 06 07 09 05
2903 04 06 07 09 05
1503 04 06 07 12 11 24
2302 04 06 08
0104 04 06 08 05
2219 04 06 08 05 07 24
3025 04 06 08 05 10 12 19 21 25 26 32
3032 04 06 08 05 10 12 19 21 25 26 32
1517 04 06 08 05 12 11
3305 04 06 08 05 21 32
1010 04 06 08 07 12
0212 04 06 08 09 18
1002 04 06 08 10 11 12 05
3031 04 06 08 10 11 12 19 21 25 26
3015 04 06 08 10 12 21 24 25 26
2532 04 06 08 10 12 21 26 32
0505 04 06 08 11
0508 04 06 08 11 12
1515 04 06 08 11 12 20
0509 04 06 08 11 12 21
2330 04 06 08 12
1514 04 06 08 12 07 09
0504 04 06 08 12 09
3402 04 06 08 12 11
3405 04 06 08 12 18
3602 04 06 08 12 18 05 09 11
0507 04 06 08 12 19
1516 04 06 09 07 08 11
1011 04 06 09 07 12 08 10 11
1016 04 06 09 12
0710 04 06 09 18 08 12 19 21 25 26
2007 04 06 09 19 05
3035 04 06 10 11 08 12 21 25 26 05
3023 04 06 10 12 21 25 26 32
2519 04 06 10 21 25 26 05 32
3041 04 06 10 21 25 32 08 12 26
2517 04 06 10 21 26 32 08
2109 04 06 11 08 10 12 21 25 26 32
1004 04 06 11 12 19 21 08
1505 04 06 12 08 10 11 20
2308 04 06 12 18 08
3203 04 06 12 20
2518 04 06 12 25 26 05 08 09 32
0602 04 06 18 32 09
2505 04 08 10
3037 04 08 10 12 21 25 26 32
2314 04 08 12
2525 04 08 09 11 05 06 12 21 25 26
3404 04 08 09 11 12
2329 04 08 09 11 12 18
1906 04 08 05 09
0707 04 08 05 09 06
0419 04 08 06
2913 04 08 06
3403 04 08 06 11 26
2910 04 08 06 12
0208 04 09
0209 04 09
0210 04 09
0211 04 09
0321 04 09 05
```

0314 04 09 05 06
2501 04 09 05 06
0201 04 09 05 06 08 10 11 12 18 19
2524 04 09 05 06 08 10 12 21 32
2104 04 09 05 08 11 12 21 25 26 32 06
2005 04 09 05 06 08 12 21 25 32 10 18 19
2522 04 09 05 06 08 12 25 26
0207 04 09 05 08 12 18
0407 04 09 06
0203 04 09 06 05
0202 04 09 06 05 08 12 18
1009 04 09 06 07
0515 04 09 06 08 12 21
1510 04 09 06 12 19
0205 04 09 08 10 12 05
0204 04 09 08 12 05
1319 04 10 05 06 08 25 26 32 12 19 21
2208 04 10 08 18 06 05
0522 04 10 11 19 06
2528 04 10 12 25 26 32
3007 04 11 05 06 08 10 12 18 19 21 25 26
3008 04 11 05 06 08 10 12 18 19 21 25 26
3304 04 11 05 06 08 12 21 25 26 32
1015 04 11 06
2403 04 11 08
0514 04 11 12 08 07 21 26 09
2909 04 12 06 08
0417 04 12 06 09 32 18
2306 04 12 06 24
1401 04 12 08
2210 04 18 05 06
0703 04 18 05 09
2301 04 19 08
1005 05 04 06 08 17 11 12 21
2201 05 06
1206 05 06 07 08 10 12 24
1205 05 06 08 10 12 17 21
2534 05 06 08 10 12 17 21 26 32
2520 05 06 08 10 12 21 26 32
1201 05 06 08 11 12 25 26
0101 05 06 08 11 17 18 12 21 25 26 32
1210 05 06 08 12 21 25
1603 05 06 08 19 25 26 10 12 20 21 32
1606 05 06 09 08
1215 05 06 10 08 11 12 19 21 25
1211 05 06 10 18 21 25
1217 05 06 11 12 32 21 25
1610 05 06 24
2401 05 08
1602 05 08 06 10 12 21 22 25 26 32
3012 05 08 10 12 19 21 25 26 32
1607 05 09
1608 05 09
1604 05 09 06
0939 05 11 12 17 21 26 32 18
1209 05 11 12 25 32 18
0601 05 18 19
0414 06 04
2326 06 04 08 12
2907 06 04 09
2318 06 04 12 18 11
1402 06 04 12 21 11 24 07
2310 06 07 08 11 24
2908 06 07 08 12
2304 06 08
2203 06 08 05
3103 06 08 10 12 21 25 26 32
2521 06 08 10 12 05 21 32
1204 06 08 10 21 25 26
0515 06 08 11 12 17
1214 06 08 11 12 17 21
1202 06 08 11 12 19 21 25 26 32

1216 06 08 11 12 21 26
2311 06 08 12
2316 06 08 12
3204 06 08 12
0415 06 08 12 04 09
0506 06 08 12 11 17 21
0418 06 12 04 09
2333 06 12 08 09
2303 06 12 08 11
2307 06 18 04 07 24
2511 08 05 17
0406 08 06 04 09 07
1203 08 06 10 11 05 12 21
1012 08 10 11 06 12 19
0519 08 10 12 04 06 07 12 24
2315 08 12 11 16
0206 09 05
1501 09 08 06 12
1001 11 04 06 08 05
1003 11 04 06 08 05 19
1403 12 11 08

Appendix E

Codes Used for Data Storage

01	Start to Process
02	Personal References sent out
03	Last personal reference received
04	Graded SBTB
05	Physical scheduled
06	Sent Police Checks
07	Back from physical
08	First Police Check comes back
09	Last Police Check received
10	Schedule BTB
11	Back from BTB
12	Wait for Local Waiver
13	Local Waiver granted
14	Start Time
15	Stop Time
16	Start Time
17	Stop Time
18	Start Time
19	Stop Time
20	Start Sign
21	Stop Sign
22	Start Time
23	Stop Time
24	Start Time
25	Stop Time
27	Wait for Medical Hold
28	Release from Medical Hold
29	Wait for School Quota
30	Get RACS Control #
31	Recruiter responsible events completed
34	QC by RINC
35	Send to Zone Sup
36	Send to Regional Sup
37	Send to Mainsta/WPC
38	Received by Zone Sup
39	Reviewed by Zone Sup
40	Recruit interviewed by Zone Sup
41	Recommendations written by Zone Sup
43	Received by Regional Sup
44	Reviewed by Regional Sup
45	Recruit interviewed by Regional Sup
46	Recommendations written by Regional Sup
47	Completed by Regional Supervisor
48	Received at Mainsta
49	Received at WPC
50	Record reviewed for completeness
51	Start to process at WPC
52	Start to assemble record
53	Record filed at Mainsta
54	Record sent to WPC
55	Wait for Waiver from Higher Authority
56	Waiver Granted/Disapproved
57	Record sent to AFEES
58	Record received at AFEES
59	Record filed at AFEES
60	Record reviewed at AFEES (Start)
61	Recruit interviewed/Counselled at AFEES
62	Processing complete
63	Finish processing at WPC
64	Finish assemble record
65	Dropped SBTB
66	Dropped BTB
67	Dropped OFE Waiver
68	Dropped Police Check

69	Dropped Moral
70	Dropped by applicant
71	Dropped other
72	Total time driving to make contact
73	Total time driving to process applicant
74	Finish review at AFEES
75	Return to EPO from AFEES
76	Start time
77	Stop time
78	Start time
79	Stop time
80	Record returned to Recruiting station
81	Record back to Mainsta
82	Recruit sent home from AFEES
83	Recruit back to ship
98	End of Study
99	Reserve - record filed at Recruiting station
00	Used for filler on Computer Cards

BASIC PROGRAM FOR COMPUTATION OF TIME INCREMENTS BETWEEN
SPECIFIED EVENTS, FOR SORTING DATA, AND FOR PUNCHING
DESIGN AND DATA CARDS FOR BIMED 05V ANALYSIS OF VARIANCE

```
//CORSEY EXEC FORTCD,REGION.FORT=150K
//FORT.SYSIN DD *
      DIMENSION DATA(6000,4),STORE(59,9),CLEAR(531),NREP(17),CCARD(1700)
     1,CARDS(17,100)
      EQUIVALENCE (STORE(1,1),CLEAR(1)),(CCARD(1),CARDS(1,1))
      DATA CLEAR/531*0.0/,CCARD/1700*0.0/,NREP/17*0/
      READ(5,0003)NCARD,FRST,SCND
 0003 FORMAT(I4,2F5.0)
      WRITE(6,0004)FRST,SCND
 0004 FORMAT('1THIS RUN DISPLAYS THE ELAPSED TIME IN HOURS'/' FROM EVENT
     1 NUMBER',1F6.0/'    TO EVENT NUMBER',1F6.0////////)
      DO 0002 K=1,33
      READ(5,0001)(STORE(K,J),J=6,9)
 0001 FORMAT(14X,4A4)
 0002 CONTINUE
      N=1
      DO 010 I=1,NCARD
      J=N+4
      READ(5,015)TNT,((DATA(K,L),L=2,4),K=N,J)
  015 FORMAT(1F2.0,8X,5(2F2.0,1F10.1))
      DO 016 K=N,J
      DATA(K,1)=TNT
  016 CONTINUE
      N=N+5
  010 CONTINUE
      NSTEP=NCARD*5
      DO 0021 I=1,NSTEP
      IF(DATA(I,3).EQ.FRST) GO TO 0022
      IF(DATA(I,3).EQ.SCND) GO TO 0023
      GO TO 0021
 0022 PSTA=DATA(I,1)
      PCSE=DATA(I,2)
      PTME=DATA(I,4)
      GO TO 0021
 0023 IF(DATA(I,1).EQ.PSTA) GO TO 0024
      WRITE(6,0025)DATA(I,1),DATA(I,2)
 0025 FORMAT('0MISSED----WRONG STATION   STATION=',F4.0,5X,'CASE=',F4.0)
```

```
      GO TO 0021
 0024 IF(DATA(I,2).EQ.PCSE)GO TO 0026
      WRITE(6,0027)DATA(I,1),DATA(I,2)
 0027 FORMAT('OMISSED----WRONG CASE       STATION=',F4.0,5X,'CASE=',F4.0)
      GO TO 0021
 0026 Y=HRS(DATA(I,4))
      Z=HRS(PTME)
      TTME=Y-Z
      ISTA=PSTA
      IND1=0
      IND2=0
      IND3=0
      IND4=0
      GO TO(0101,0102,0103,0104,0105,0106,0107,0108,0109,0110,0111,0112,
     10113,0114,0115,0116,0117,0118,0119,0120,0121,0122,0123,0124,0125,0
     2126,0127,0128,0129,0130,0131,0132,0133,0134,0135,0136),ISTA
C  THESE ARE FOR STATION DATA AND FOR LG/SMALL, NEAR/FAR CATAGORIES
 0101 STORE(14,1)=STORE(14,1)+1.0
      IND1=0156
      IND2=0159
      IND3=39
      IND4=52
      IF(STORE(14,1).EQ.1.0) STORE(14,2)=TTME
      IF(STORE(14,2).GT.TTME) STORE(14,2)=TTME
      STORE(14,3)=STORE(14,3)+TTME
      IF(STORE(14,4).LT.TTME) STORE(14,4)=TTME
      STORE(14,5)=STORE(14,5)+(TTME**2.0)
      NREP(15)=NREP(15)+1
      CARDS(15,NREP(15))=TTME
      GO TO 0156
 0102 STORE(25,1)=STORE(25,1)+1.0
      IND1=0157
      IND2=0159
      IND3=46
      IND4=54
      IF(STORE(25,1).EQ.1.0) STORE(25,2)=TTME
      IF(STORE(25,2).GT.TTME) STORE(25,2)=TTME
      STORE(25,3)=STORE(25,3)+TTME
      IF(STORE(25,4).LT.TTME) STORE(25,4)=TTME
      STORE(25,5)=STORE(25,5)+(TTME**2.0)
      NREP(12)=NREP(12)+1
      CARDS(12,NREP(12))=TTME
      GO TO 0157
 0103 STORE(09,1)=STORE(09,1)+1.0
      IND1=0156
      IND2=0159
      IND3=36
      IND4=51
```

```
      IF(STORE(09,1).EQ.1.0) STORE(09,2)=TTME
      IF(STORE(09,2).GT.TTME) STORE(09,2)=TTME
      STORE(09,3)=STORE(09,3)+TTME
      IF(STORE(09,4).LT.TTME) STORE(09,4)=TTME
      STORE(09,5)=STORE(09,5)+(TTME**2.0)
      NREP(13)=NREP(13)+1
      CARDS(13,NREP(13))=TTME
      GO TO 0156
0104  STORE(26,1)=STORE(26,1)+1.0
      IND1=0156
      IND2=0159
      IND3=45
      IND4=54
      IF(STORE(26,1).EQ.1.0) STORE(26,2)=TTME
      IF(STORE(26,2).GT.TTME) STORE(26,2)=TTME
      STORE(26,3)=STORE(26,3)+TTME
      IF(STORE(26,4).LT.TTME) STORE(26,4)=TTME
      STORE(26,5)=STORE(26,5)+(TTME**2.0)
      NREP(11)=NREP(11)+1
      CARDS(11,NREP(11))=TTME
      GO TO 0156
0105  STORE(27,1)=STORE(27,1)+1.0
      IND1=0157
      IND2=0159
      IND3=46
      IND4=54
      IF(STORE(27,1).EQ.1.0) STORE(27,2)=TTME
      IF(STORE(27,2).GT.TTME) STORE(27,2)=TTME
      STORE(27,3)=STORE(27,3)+TTME
      IF(STORE(27,4).LT.TTME) STORE(27,4)=TTME
      STORE(27,5)=STORE(27,5)+(TTME**2.0)
      NREP(12)=NREP(12)+1
      CARDS(12,NREP(12))=TTME
      GO TO 0157
0106  STORE(17,1)=STORE(17,1)+1.0
      IND1=0157
      IND2=0159
      IND3=42
      IND4=53
      IF(STORE(17,1).EQ.1.0) STORE(17,2)=TTME
      IF(STORE(17,2).GT.TTME) STORE(17,2)=TTME
      STORE(17,3)=STORE(17,3)+TTME
      IF(STORE(17,4).LT.TTME) STORE(17,4)=TTME
      STORE(17,5)=STORE(17,5)+(TTME**2.0)
      NREP(17)=NREP(17)+1
      CARDS(17,NREP(17))=TTME
      GO TO 0157
0107  STORE(33,1)=STORE(33,1)+1.0
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      IND1=0157
      IND2=0159
      IND3=50
      IND4=55
      IF(STORE(33,1).EQ.1.0) STORE(33,2)=TTME
      IF(STORE(33,2).GT.TTME) STORE(33,2)=TTME
      STORE(33,3)=STORE(33,3)+TTME
      IF(STORE(33,4).LT.TTME) STORE(33,4)=TTME
      STORE(33,5)=STORE(33,5)+(TTME**2.0)
      NREP(10)=NREP(10)+1
      CARDS(10,NREP(10))=TTME
      GO TO 0157
0108  WRITE(6,0225)
0225  FORMAT('0YOU SHOULD NOT HAVE GOTTEN TO 0108.')
      STOP
0109  STORE(13,1)=STORE(13,1)+1.0
      IND1=0157
      IND2=0158
      IND3=38
      IND4=52
      IF(STORE(13,1).EQ.1.0) STORE(13,2)=TTME
      IF(STORE(13,2).GT.TTME) STORE(13,2)=TTME
      STORE(13,3)=STORE(13,3)+TTME
      IF(STORE(13,4).LT.TTME) STORE(13,4)=TTME
      STORE(13,5)=STORE(13,5)+(TTME**2.0)
      NREP(07)=NREP(07)+1
      CARDS(07,NREP(07))=TTME
      GO TO 0157
0110  STORE(23,1)=STORE(23,1)+1.0
      IND1=0157
      IND2=0158
      IND3=44
      IND4=54
      IF(STORE(23,1).EQ.1.0) STORE(23,2)=TTME
      IF(STORE(23,2).GT.TTME) STORE(23,2)=TTME
      STORE(23,3)=STORE(23,3)+TTME
      IF(STORE(23,4).LT.TTME) STORE(23,4)=TTME
      STORE(23,5)=STORE(23,5)+(TTME**2.0)
      NREP(04)=NREP(04)+1
      CARDS(04,NREP(04))=TTME
      GO TO 0157
0111  STORE(19,1)=STORE(19,1)+1.0
      IND1=0157
      IND2=0158
      IND3=44
      IND4=54
      IF(STORE(19,1).EQ.1.0) STORE(19,2)=TTME
      IF(STORE(19,2).GT.TTME) STORE(19,2)=TTME
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      STORE(19,3)=STORE(19,3)+TTME
      IF(STORE(19,4).LT.TTME) STORE(19,4)=TTME
      STORE(19,5)=STORE(19,5)+(TTME**2.0)
      NREP(04)=NREP(04)+1
      CARDS(04,NREP(04))=TTME
      GO TO 0157
0112  STORE(31,1)=STORE(31,1)+1.0
      IND1=0157
      IND2=0158
      IND3=48
      IND4=55
      IF(STORE(31,1).EQ.1.0) STORE(31,2)=TTME
      IF(STORE(31,2).GT.TTME) STORE(31,2)=TTME
      STORE(31,3)=STORE(31,3)+TTME
      IF(STORE(31,4).LT.TTME) STORE(31,4)=TTME
      STORE(31,5)=STORE(31,5)+(TTME**2.0)
      NREP(02)=NREP(02)+1
      CARDS(02,NREP(02))=TTME
      GO TO 0157
0113  STORE(01,1)=STORE(01,1)+1.0
      IND1=0156
      IND2=0158
      IND3=34
      IND4=51
      IF(STORE(01,1).EQ.1.0) STORE(01,2)=TTME
      IF(STORE(01,2).GT.TTME) STORE(01,2)=TTME
      STORE(01,3)=STORE(01,3)+TTME
      IF(STORE(01,4).LT.TTME) STORE(01,4)=TTME
      STORE(01,5)=STORE(01,5)+(TTME**2.0)
      NREP(05)=NREP(05)+1
      CARDS(05,NREP(05))=TTME
      GO TO 0156
0114  STORE(29,1)=STORE(29,1)+1.0
      IND1=0157
      IND2=0159
      IND3=46
      IND4=54
      IF(STORE(29,1).EQ.1.0) STORE(29,2)=TTME
      IF(STORE(29,2).GT.TTME) STORE(29,2)=TTME
      STORE(29,3)=STORE(29,3)+TTME
      IF(STORE(29,4).LT.TTME) STORE(29,4)=TTME
      STORE(29,5)=STORE(29,5)+(TTME**2.0)
      NREP(12)=NREP(12)+1
      CARDS(12,NREP(12))=TTME
      GO TO 0157
0115  STORE(21,1)=STORE(21,1)+1.0
      IND1=0157
      IND2=0158
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      IND3=44
      IND4=54
      IF(STORE(21,1).EQ.1.0) STORE(21,2)=TTME
      IF(STORE(21,2).GT.TTME) STORE(21,2)=TTME
      STORE(21,3)=STORE(21,3)+TTME
      IF(STORE(21,4).LT.TTME) STORE(21,4)=TTME
      STORE(21,5)=STORE(21,5)+(TTME**2.0)
      NREP(04)=NREP(04)+1
      CARDS(04,NREP(04))=TTME
      GO TO 0157
0116  STORE(08,1)=STORE(08,1)+1.0
      IND1=0157
      IND2=0159
      IND3=37
      IND4=51
      IF(STORE(08,1).EQ.1.0) STORE(08,2)=TTME
      IF(STORE(08,2).GT.TTME) STORE(08,2)=TTME
      STORE(08,3)=STORE(08,3)+TTME
      IF(STORE(08,4).LT.TTME) STORE(08,4)=TTME
      STORE(08,5)=STORE(08,5)+(TTME**2.0)
      NREP(14)=NREP(14)+1
      CARDS(14,NREP(14))=TTME
      GO TO 0157
0117  STORE(30,1)=STORE(30,1)+1.0
      IND1=0156
      IND2=0158
      IND3=47
      IND4=55
      IF(STORE(30,1).EQ.1.0) STORE(30,2)=TTME
      IF(STORE(30,2).GT.TTME) STORE(30,2)=TTME
      STORE(30,3)=STORE(30,3)+TTME
      IF(STORE(30,4).LT.TTME) STORE(30,4)=TTME
      STORE(30,5)=STORE(30,5)+(TTME**2.0)
      NREP(01)=NREP(01)+1
      CARDS(01,NREP(01))=TTME
      GO TO 0156
0118  WRITE(6,0226)
0226  FORMAT('0YOU SHOULD NOT HAVE GOTTEN TO 0118.')
      STOP
0119  STORE(15,1)=STORE(15,1)+1.0
      IND1=0157
      IND2=0159
      IND3=40
      IND4=52
      IF(STORE(15,1).EQ.1.0) STORE(15,2)=TTME
      IF(STORE(15,2).GT.TTME) STORE(15,2)=TTME
      STORE(15,3)=STORE(15,3)+TTME
      IF(STORE(15,4).LT.TTME) STORE(15,4)=TTME
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      STORE(15,5)=STORE(15,5)+(TTME**2.0)
      NREP(16)=NREP(16)+1
      CARDS(16,NREP(16))=TTME
      GO TO 0157
0120  STORE(10,1)=STORE(10,1)+1.0
      IND1=0157
      IND2=0159
      IND3=37
      IND4=51
      IF(STORE(10,1).EQ.1.0) STORE(10,2)=TTME
      IF(STORE(10,2).GT.TTME) STORE(10,2)=TTME
      STORE(10,3)=STORE(10,3)+TTME
      IF(STORE(10,4).LT.TTME) STORE(10,4)=TTME
      STORE(10,5)=STORE(10,5)+(TTME**2.0)
      NREP(14)=NREP(14)+1
      CARDS(14,NREP(14))=TTME
      GO TO 0157
0121  STORE(02,1)=STORE(02,1)+1.0
      IND1=0157
      IND2=0158
      IND3=35
      IND4=51
      IF(STORE(02,1).EQ.1.0) STORE(02,2)=TTME
      IF(STORE(02,2).GT.TTME) STORE(02,2)=TTME
      STORE(02,3)=STORE(02,3)+TTME
      IF(STORE(02,4).LT.TTME) STORE(02,4)=TTME
      STORE(02,5)=STORE(02,5)+(TTME**2.0)
      NREP(06)=NREP(06)+1
      CARDS(06,NREP(06))=TTME
      GO TO 0157
0122  STORE(11,1)=STORE(11,1)+1.0
      IND1=0156
      IND2=0159
      IND3=36
      IND4=51
      IF(STORE(11,1).EQ.1.0) STORE(11,2)=TTME
      IF(STORE(11,2).GT.TTME) STORE(11,2)=TTME
      STORE(11,3)=STORE(11,3)+TTME
      IF(STORE(11,4).LT.TTME) STORE(11,4)=TTME
      STORE(11,5)=STORE(11,5)+(TTME**2.0)
      NREP(13)=NREP(13)+1
      CARDS(13,NREP(13))=TTME
      GO TO 0156
0123  STORE(22,1)=STORE(22,1)+1.0
      IND1=0156
      IND2=0158
      IND3=43
      IND4=34
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      IF(STORE(22,1).EQ.1.0) STORE(22,2)=TTME
      IF(STORE(22,2).GT.TTME) STORE(22,2)=TTME
      STORE(22,3)=STORE(22,3)+TTME
      IF(STORE(22,4).LT.TTME) STORE(22,4)=TTME
      STORE(22,5)=STORE(22,5)+(TTME**2.0)
      NREP(03)=NREP(03)+1
      CARDS(03,NREP(03))=TTME
      GO TO 0156
0124  STORE(24,1)=STORE(24,1)+1.0
      IND1=0156
      IND2=0159
      IND3=45
      IND4=54
      IF(STORE(24,1).EQ.1.0) STORE(24,2)=TTME
      IF(STORE(24,2).GT.TTME) STORE(24,2)=TTME
      STORE(24,3)=STORE(24,3)+TTME
      IF(STORE(24,4).LT.TTME) STORE(24,4)=TTME
      STORE(24,5)=STORE(24,5)+(TTME**2.0)
      NREP(11)=NREP(11)+1
      CARDS(11,NREP(11))=TTME
      GO TO 0156
0125  STORE(07,1)=STORE(07,1)+1.0
      IND1=0156
      IND2=0159
      IND3=36
      IND4=51
      IF(STORE(07,1).EQ.1.0) STORE(07,2)=TTME
      IF(STORE(07,2).GT.TTME) STORE(07,2)=TTME
      STORE(07,3)=STORE(07,3)+TTME
      IF(STORE(07,4).LT.TTME) STORE(07,4)=TTME
      STORE(07,5)=STORE(07,5)+(TTME**2.0)
      NREP(13)=NREP(13)+1
      CARDS(13,NREP(13))=TTME
      GO TO 0156
0126  STORE(12,1)=STORE(12,1)+1.0
      IND1=0157
      IND2=0159
      IND3=37
      IND4=51
      IF(STORE(12,1).EQ.1.0) STORE(12,2)=TTME
      IF(STORE(12,2).GT.TTME) STORE(12,2)=TTME
      STORE(12,3)=STORE(12,3)+TTME
      IF(STORE(12,4).LT.TTME) STORE(12,4)=TTME
      STORE(12,5)=STORE(12,5)+(TTME**2.0)
      NREP(14)=NREP(14)+1
      CARDS(14,NREP(14))=TTME
      GO TO 0157
0127  STORE(16,1)=STORE(16,1)+1.0
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      IND1=0156
      IND2=0158
      IND3=41
      IND4=53
      IF(STORE(16,1).EQ.1.0) STORE(16,2)=TTME
      IF(STORE(16,2).GT.TTME) STORE(16,2)=TTME
      STORE(16,3)=STORE(16,3)+TTME
      IF(STORE(16,4).LT.TTME) STORE(16,4)=TTME
      STORE(16,5)=STORE(16,5)+(TTME**2.0)
      NREP(08)=NREP(08)+1
      CARDS(08,NREP(08))=TTME
      GO TO 0156
0128  WRITE(6,0227)
0227  FORMAT('0YOU SHOULD NOT HAVE GOTTEN TO 0128.')
      STOP
0129  STORE(28,1)=STORE(28,1)+1.0
      IND1=0156
      IND2=0159
      IND3=45
      IND4=54
      IF(STORE(28,1).EQ.1.0) STORE(28,2)=TTME
      IF(STORE(28,2).GT.TTME) STORE(28,2)=TTME
      STORE(28,3)=STORE(28,3)+TTME
      IF(STORE(28,4).LT.TTME) STORE(28,4)=TTME
      STORE(28,5)=STORE(28,5)+(TTME**2.0)
      NREP(11)=NREP(11)+1
      CARDS(11,NREP(11))=TTME
      GO TO 0156
0130  STORE(05,1)=STORE(05,1)+1.0
      IND1=0156
      IND2=0158
      IND3=34
      IND4=51
      IF(STORE(05,1).EQ.1.0) STORE(05,2)=TTME
      IF(STORE(05,2).GT.TTME) STORE(05,2)=TTME
      STORE(05,3)=STORE(05,3)+TTME
      IF(STORE(05,4).LT.TTME) STORE(05,4)=TTME
      STORE(05,5)=STORE(05,5)+(TTME**2.0)
      NREP(05)=NREP(05)+1
      CARDS(05,NREP(05))=TTME
      GO TO 0156
0131  STORE(04,1)=STORE(04,1)+1.0
      IND1=0157
      IND2=0158
      IND3=35
      IND4=51
      IF(STORE(04,1).EQ.1.0) STORE(04,2)=TTME
      IF(STORE(04,2).GT.TTME) STORE(04,2)=TTME
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      STORE(04,3)=STORE(04,3)+TTME
      IF(STORE(04,4).LT.TTME) STORE(04,4)=TTME
      STORE(04,5)=STORE(04,5)+(TTME**2.0)
      NREP(06)=NREP(06)+1
      CARDS(06,NREP(06))=TTME
      GO TO 0157
0132  STORE(06,1)=STORE(06,1)+1.0
      IND1=0157
      IND2=0158
      IND3=35
      IND4=51
      IF(STORE(06,1).EQ.1.0) STORE(06,2)=TTME
      IF(STORE(06,2).GT.TTME) STORE(06,2)=TTME
      STORE(06,3)=STORE(06,3)+TTME
      IF(STORE(06,4).LT.TTME) STORE(06,4)=TTME
      STORE(06,5)=STORE(06,5)+(TTME**2.0)
      NREP(06)=NREP(06)+1
      CARDS(06,NREP(06))=TTME
      GO TO 0157
0133  STORE(03,1)=STORE(03,1)+1.0
      IND1=0156
      IND2=0158
      IND3=34
      IND4=51
      IF(STORE(03,1).EQ.1.0) STORE(03,2)=TTME
      IF(STORE(03,2).GT.TTME) STORE(03,2)=TTME
      STORE(03,3)=STORE(03,3)+TTME
      IF(STORE(03,4).LT.TTME) STORE(03,4)=TTME
      STORE(03,5)=STORE(03,5)+(TTME**2.0)
      NREP(05)=NREP(05)+1
      CARDS(05,NREP(05))=TTME
      GO TO 0156
0134  STORE(20,1)=STORE(20,1)+1.0
      IND1=0156
      IND2=0158
      IND3=43
      IND4=54
      IF(STORE(20,1).EQ.1.0) STORE(20,2)=TTME
      IF(STORE(20,2).GT.TTME) STORE(20,2)=TTME
      STORE(20,3)=STORE(20,3)+TTME
      IF(STORE(20,4).LT.TTME) STORE(20,4)=TTME
      STORE(20,5)=STORE(20,5)+(TTME**2.0)
      NREP(03)=NREP(03)+1
      CARDS(03,NREP(03))=TTME
      GO TO 0156
0135  STORE(32,1)=STORE(32,1)+1.0
      IND1=0156
      IND2=0159
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      IND3=49
      IND4=55
      IF(STORE(32,1).EQ.1.0) STORE(32,2)=TTME
      IF(STORE(32,2).GT.TTME) STORE(32,2)=TTME
      STORE(32,3)=STORE(32,3)+TTME
      IF(STORE(32,4).LT.TTME) STORE(32,4)=TTME
      STORE(32,5)=STORE(32,5)+(TTME**2.0)
      NREP(09)=NREP(09)+1
      CARDS(09,NREP(09))=TTME
      GO TO 0156
0136  STORE(18,1)=STORE(18,1)+1.0
      IND1=0156
      IND2=0158
      IND3=43
      IND4=54
      IF(STORE(18,1).EQ.1.0) STORE(18,2)=TTME
      IF(STORE(18,2).GT.TTME) STORE(18,2)=TTME
      STORE(18,3)=STORE(18,3)+TTME
      IF(STORE(18,4).LT.TTME) STORE(18,4)=TTME
      STORE(18,5)=STORE(18,5)+(TTME**2.0)
      NREP(03)=NREP(03)+1
      CARDS(03,NREP(03))=TTME
      GO TO 0156
0156  STORE(56,1)=STORE(56,1)+1.0
      IF(STORE(56,1).EQ.1.0) STORE(56,2)=TTME
      IF(STORE(56,2).GT.TTME) STORE(56,2)=TTME
      STORE(56,3)=STORE(56,3)+TTME
      IF(STORE(56,4).LT.TTME) STORE(56,4)=TTME
      STORE(56,5)=STORE(56,5)+(TTME**2.0)
      IF(IND2.EQ.0158) GO TO 0158
      GO TO 0159
0157  STORE(57,1)=STORE(57,1)+1.0
      IF(STORE(57,1).EQ.1.0) STORE(57,2)=TTME
      IF(STORE(57,2).GT.TTME) STORE(57,2)=TTME
      STORE(57,3)=STORE(57,3)+TTME
      IF(STORE(57,4).LT.TTME) STORE(57,4)=TTME
      STORE(57,5)=STORE(57,5)+(TTME**2.0)
      IF(IND2.EQ.0158) GO TO 0158
      GO TO 0159
0158  STORE(58,1)=STORE(58,1)+1.0
      IF(STORE(58,1).EQ.1.0) STORE(58,2)=TTME
      IF(STORE(58,2).GT.TTME) STORE(58,2)=TTME
      STORE(58,3)=STORE(58,3)+TTME
      IF(STORE(58,4).LT.TTME) STORE(58,4)=TTME
      STORE(58,5)=STORE(58,5)+(TTME**2.0)
      GO TO 0200
0159  STORE(59,1)=STORE(59,1)+1.0
      IF(STORE(59,1).EQ.1.0) STORE(59,2)=TTME
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      IF(STORE(59,2).GT.TTME) STORE(59,2)=TTME
      STORE(59,3)=STORE(59,3)+TTME
      IF(STORE(59,4).LT.TTME) STORE(59,4)=TTME
      STORE(59,5)=STORE(59,5)+(TTME**2.0)
      GO TO 0200
0200  STORE(IND3,1)=STORE(IND3,1)+1.0
      IF(STORE(IND3,1).EQ.1.0)STORE(IND3,2)=TTME
      IF(STORE(IND3,2).GT.TTME)STORE(IND3,2)=TTME
      STORE(IND3,3)=STORE(IND3,3)+TTME
      IF(STORE(IND3,4).LT.TTME)STORE(IND3,4)=TTME
      STORE(IND3,5)=STORE(IND3,5)+(TTME**2.0)
      STORE(IND4,1)=STORE(IND4,1)+1.0
      IF(STORE(IND4,1).EQ.1.0)STORE(IND4,2)=TTME
      IF(STORE(IND4,2).GT.TTME)STORE(IND4,2)=TTME
      STORE(IND4,3)=STORE(IND4,3)+TTME
      IF(STORE(IND4,4).LT.TTME)STORE(IND4,4)=TTME
      STORE(IND4,5)=STORE(IND4,5)+(TTME**2.0)
      GO TO 0021
0021  CONTINUE
      GO TO 0301
0301  DO 0302 I=1,59
      IF(STORE(I,1).LT.1.0) GO TO 0302
      STORE(I,3)=STORE(I,3)/STORE(I,1)
      STORE(I,5)=((STORE(I,5)/STORE(I,1))-(STORE(I,3)**2.0))**0.5
0302  CONTINUE
      WRITE(6,0303)
0303  FORMAT('1STATION                    #OBS   MIN      MEAN      MAX      DEV
     1    STATION                 #OBS   MIN      MEAN      MAX      DEV ')
      DO 0320 I=1,11,2
      K=I+1
      WRITE(6,0304)(STORE(I,L),L=6,9),(STORE(I,J),J=1,5),(STORE(K,M),M=6
     1,9),(STORE(K,N),N=1,5)
0304  FORMAT('0',4A4,3X,F4.0,F6.1,F8.2,F7.1,F10.2,5X,4A4,3X,F4.0,F6.1,F8
     1.2,F7.1,F10.2)
0320  CONTINUE
      WRITE(6,0321)(STORE(13,K),K=6,9),(STORE(13,J),J=1,5)
0321  FORMAT('0',59X,4A4,3X,F4.0,F6.1,F8.2,F7.1,F10.2)
      WRITE(6,0322)(STORE(14,I),I=6,9),(STORE(14,J),J=1,5),(STORE(15,K),
     1K=6,9),(STORE(15,L),L=1,5)
0322  FORMAT('0',4A4,3X,F4.0,F6.1,F8.2,F7.1,F10.2,5X,4A4,3X,F4.0,F6.1,F8
     1.2,F7.1,F10.2)
      WRITE(6,0333)(STORE(16,K),K=6,9),(STORE(16,J),J=1,5)
0333  FORMAT('0',4A4,3X,F4.0,F6.1,F8.2,F7.1,F10.2)
      WRITE(6,0334)(STORE(17,I),I=6,9),(STORE(17,J),J=1,5)
0334  FORMAT('0',59X,4A4,3X,F4.0,F6.1,F8.2,F7.1,F10.2)
      DO 0335 I=18,32,2
      K=I+1
      WRITE(6,0336)(STORE(I,L),L=6,9),(STORE(I,J),J=1,5),(STORE(K,M),M=6
```

```
     1,9),(STORE(K,N),N=1,5)
0336 FORMAT('0',4A4,3X,F4.0,F6.1,F8.2,F7.1,F10.2,5X,4A4,3X,F4.0,F6.1,F8
     1.2,F7.1,F10.2)
0335 CONTINUE
      WRITE(6,0401)STORE(34,1),STORE(34,3),STORE(34,5),STORE(35,1),STORE
     1(35,3),STORE(35,5),STORE(36,1),STORE(36,3),STORE(36,5),STORE(37,1)
     2,STORE(37,3),STORE(37,5)
0401 FORMAT('1',48X,'A F E E S      O A K L A N D                    '
     1//' ',36X,'L A R G E',32X,'S M A L L'/' ',10X,'N E A R',10X,'#OBS'
     2,7X,'MEAN',7X,'DEV',16X,'#OBS',7X,'MEAN',7X,'DEV'/' ',27X,F4.0,5X,
     3F6.2,3X,F10.2,13X,F4.0,5X,F6.2,3X,F10.2//' ',10X,'F A R',12X,'#OBS
     4',7X,'MEAN',7X,'DEV',16X,'#OBS',7X,'MEAN',7X,'DEV'/' ',27X,F4.0,5X
     5,F6.2,3X,F10.2,13X,F4.0,5X,F6.2,3X,F10.2)
      WRITE(6,0402)STORE(38,1),STORE(38,3),STORE(38,5),STORE(39,1),STORE
     1(39,3),STORE(39,5),STORE(40,1),STORE(40,3),STORE(40,5)
0402 FORMAT('0',48X,'A F E E S      F R E S N O                      '
     1//' ',36X,'L A R G E',32X,'S M A L L'/' ',10X,'N E A R',10X,'#OBS'
     2,7X,'MEAN',7X,'DEV',16X,'#OBS',7X,'MEAN',7X,'DEV'/' ',68X,F4.0,5X,
     3F6.2,3X,F10.2//' ',10X,'F A R',12X,'#OBS',7X,'MEAN',7X,'DEV',16X,'
     4#OBS',7X,'MEAN',7X,'DEV',/' ',27X,F4.0,5X,F6.2,3X,F10.2,13X,F4.0,5
     5X,F6.2,3X,F10.2)
      WRITE(6,0403)STORE(41,1),STORE(41,3),STORE(41,5),STORE(42,1),STORE
     1(42,3),STORE(42,5)
0403 FORMAT('0',48X,'A F E E S      S A L T    L A K E    C I T Y      '
     1//' ',36X,'L A R G E',32X,'S M A L L'/' ',10X,'N E A R',10X,'#OBS'
     2,7X,'MEAN',7X,'DEV',16X,'#OBS',7X,'MEAN',7X,'DEV'/' ',27X,F4.0,5X,
     3F6.2,3X,F10.2//' ',10X,'F A R',12X,'#OBS',7X,'MEAN',7X,'DEV',16X,'
     4#OBS',7X,'MEAN',7X,'DEV'/' ',68X,F4.0,5X,F6.2,3X,F10.2)
      WRITE(6,0404)STORE(43,1),STORE(43,3),STORE(43,5),STORE(44,1),STORE
     1(44,3),STORE(44,5),STORE(45,1),STORE(45,3),STORE(45,5),STORE(46,1)
     2,STORE(46,3),STORE(46,5)
0404 FORMAT('0',48X,'A F E E S      L O S    A N G E L E S            '
     1//' ',36X,'L A R G E',32X,'S M A L L'/' ',10X,'N E A R',10X,'#OBS'
     2,7X,'MEAN',7X,'DEV',16X,'#OBS',7X,'MEAN',7X,'DEV'/' ',27X,F4.0,5X,
     3F6.2,3X,F10.2,13X,F4.0,5X,F6.2,3X,F10.2//' ',10X,'F A R',12X,'#OBS
     4',7X,'MEAN',7X,'DEV',16X,'#OBS',7X,'MEAN',7X,'DEV'/' ',27X,F4.0,5X
     5,F6.2,3X,F10.2,13X,F4.0,5X,F6.2,3X,F10.2)
      WRITE(6,0405)STORE(47,1),STORE(47,3),STORE(47,5),STORE(48,1),STORE
     1(48,3),STORE(48,5),STORE(49,1),STORE(49,3),STORE(49,5),STORE(50,1)
     2,STORE(50,3),STORE(50,5)
0405 FORMAT('0',48X,'A F E E S      P H O E N I X                    '
     1//' ',36X,'L A R G E',32X,'S M A L L'/' ',10X,'N E A R',10X,'#OBS'
     2,7X,'MEAN',7X,'VAR',16X,'#OBS',7X,'MEAN',7X,'VAR'/' ',27X,F4.0,5X,
     3F6.2,3X,F10.2,13X,F4.0,5X,F6.2,3X,F10.2//' ',10X,'F A R',12X,'#OBS
     4',7X,'MEAN',7X,'DEV',16X,'#OBS',7X,'MEAN',7X,'DEV'/' ',27X,F4.0,5X
     5,F6.2,3X,F10.2,13X,F4.0,5X,F6.2,3X,F10.2)
      WRITE(6,0406)STORE(51,1),STORE(51,3),STORE(51,5)
0406 FORMAT('1',48X,'A F E E S      O A K L A N D                    '
```

```
     1//' ',48X,'#OBS',7X,'MEAN',7X,'DEV'/' ',48X,F4.0,5X,F6.2,3X,F10.2)
      WRITE(6,0407)STORE(52,1),STORE(52,3),STORE(52,5)
0407 FORMAT('0',43X,'A F E E S        F R E S N O                    '
     1//' ',48X,'#OBS',7X,'MEAN',7X,'DEV'/' ',48X,F4.0,5X,F6.2,3X,F10.2)
      WRITE(6,0408)STORE(53,1),STORE(53,3),STORE(53,5)
0408 FORMAT('0',48X,'A F E E S        S A L T    L A K E    C I T Y    '
     1//' ',48X,'#OBS',7X,'MEAN',7X,'DEV'/' ',48X,F4.0,5X,F6.2,3X,F10.2)
      WRITE(6,0409)STORE(54,1),STORE(54,3),STORE(54,5)
0409 FORMAT('0',48X,'A F E E S        L O S    A N G E L E S          '
     1//' ',48X,'#OBS',7X,'MEAN',7X,'DEV'/' ',48X,F4.0,5X,F6.2,3X,F10.2)
      WRITE(6,0410)STORE(55,1),STORE(55,3),STORE(55,5)
0410 FORMAT('0',48X,'A F E E S        P H O E N I X                  '
     1//' ',48X,'#OBS',7X,'MEAN',7X,'DEV'/' ',48X,F4.0,5X,F6.2,3X,F10.2,
     2//////)
      WRITE(6,0411)STORE(56,1),STORE(56,3),STORE(56,5)
0411 FORMAT('0',48X,'L A R G E    S T A T I O N S'/'0',48X,'#OBS',7X,'M
     1EAN',7X,'DEV'/' ',48X,F4.0,5X,F6.2,3X,F10.2///)
      WRITE(6,0412)STORE(57,1),STORE(57,3),STORE(57,5)
0412 FORMAT('0',48X,'S M A L L    S T A T I O N S'/'0',48X,'#OBS',7X,'M
     1EAN',7X,'DEV'/' ',48X,F4.0,5X,F6.2,3X,F10.2///)
      WRITE(6,0413)STORE(58,1),STORE(58,3),STORE(58,5)
0413 FORMAT('0',48X,'N E A R      S T A T I O N S'/'0',48X,'#OBS',7X,'M
     1EAN',7X,'DEV'/' ',48X,F4.0,5X,F6.2,3X,F10.2///)
      WRITE(6,0414)STORE(59,1),STORE(59,3),STORE(59,5)
0414 FORMAT('0',48X,'F A R        S T A T I O N S'/'0',48X,'#OBS',7X,'M
     1EAN',7X,'DEV'/' ',48X,F4.0,5X,F6.2,3X,F10.2///)
      NO1=NREP(01)
      NO2=NREP(02)
      NO3=NREP(03)
      NO4=NREP(04)
      NO5=NREP(05)
      NO6=NREP(06)
      NO7=NREP(07)
      NO8=NREP(08)
      NO9=NREP(09)
      N10=NREP(10)
      N11=NREP(11)
      N12=NREP(12)
      N13=NREP(13)
      N14=NREP(14)
      N15=NREP(15)
      N16=NREP(16)
      N17=NREP(17)
      IF(NREP(01).LT.1) GO TO 0501
      WRITE(7,0601)NREP(01),(CARDS(01,I),I=1,N01)
      GO TO 0702
0501 WRITE(7,0601)NREP(01)
0601 FORMAT('DESIGN',I3,'  1  1  1  0  0  0  1  1  0  0  0  1  1  0  0
```

```
     1 0  1  0  0  0',11X,/,(13F6.1,2X,/))
0702 IF(NREP(02).LT.1) GO TO 0502
     WRITE(7,0602)NREP(02),(CARDS(02,I),I=1,N02)
     GO TO 0703
0502 WRITE(7,0602)NREP(02)
0602 FORMAT('DESIGN',I3,'  1  1  1  0  0  0 -1  1  0  0  0 -1 -1  0  0
     1 0 -1  0  0  0',11X,/,(13F6.1,2X,/))
0703 IF(NREP(03).LT.1) GO TO 0503
     WRITE(7,0603)NREP(03),(CARDS(03,I),I=1,N03)
     GO TO 0704
0503 WRITE(7,0603)NREP(03)
0603 FORMAT('DESIGN',I3,'  1  1  0  1  0  0  1  0  1  0  0  1  0  1  0
     1 0  0  1  0  0',11X,/,(13F6.1,2X,/))
0704 IF(NREP(04).LT.1) GO TO 0504
     WRITE(7,0604)NREP(04),(CARDS(04,I),I=1,N04)
     GO TO 0705
0504 WRITE(7,0604)NREP(04)
0604 FORMAT('DESIGN',I3,'  1  1  0  1  0  0 -1  0  1  0  0 -1  0 -1  0
     1 0  0 -1  0  0',11X,/,(13F6.1,2X,/))
0705 IF(NREP(05).LT.1) GO TO 0505
     WRITE(7,0605)NREP(05),(CARDS(05,I),I=1,N05)
     GO TO 0706
0505 WRITE(7,0605)NREP(05)
0605 FORMAT('DESIGN',I3,'  1  1  0  0  1  0  1  0  0  1  0  1  0  0  1
     1 0  0  0  1  0',11X,/,(13F6.1,2X,/))
0706 IF(NREP(06).LT.1) GO TO 0506
     WRITE(7,0606)NREP(06),(CARDS(06,I),I=1,N06)
     GO TO 0707
0506 WRITE(7,0606)NREP(06)
0606 FORMAT('DESIGN',I3,'  1  1  0  0  1  0 -1  0  0  1  0 -1  0  0 -1
     1 0  0  0 -1  0',11X,/,(13F6.1,2X,/))
0707 IF(NREP(07).LT.1) GO TO 0507
     WRITE(7,0607)NREP(07),(CARDS(07,I),I=1,N07)
     GO TO 0708
0507 WRITE(7,0607)NREP(07)
0607 FORMAT('DESIGN  0  1  1  0  0  0  1  1  0  0  0  1  1  0  0  0  1
     1 0  0  0  1',11X,/,'DESIGN',I3,'  1  1  0  0  0  1 -1  0  0  0  1
     2-1  0  0  0 -1  0  0  0 -1',11X,/,(13F6.1,2X,/))
0708 IF(NREP(08).LT.1) GO TO 0508
     WRITE(7,0608)NREP(08),(CARDS(08,I),I=1,N08)
     GO TO 0709
0508 WRITE(7,0608)NREP(08)
0608 FORMAT('DESIGN',I3,'  1  1 -1 -1 -1 -1  1 -1 -1 -1 -1  1 -1 -1 -1
     1-1 -1 -1 -1 -1',11X,/,(13F6.1,2X,/))
0709 IF(NREP(09).LT.1) GO TO 0509
     WRITE(7,0609)NREP(09),(CARDS(09,I),I=1,N09)
     GO TO 0710
0509 WRITE(7,0609)NREP(09)
```

```
 0609 FORMAT('DESIGN  0  1  1 -1 -1 -1 -1 -1 -1 -1 -1 -1 -1  1  1  1  1
     1 1  1  1  1',11X,/,'DESIGN',I3,'  1 -1  1  0  0  0  1 -1  0  0  0
     2-1  1  0  0  0 -1  0  0  0',11X,/,(13F6.1,2X,/))
 0710  IF(NREP(10).LT.1) GO TO 0510
       WRITE(7,0610)NREP(10),(CARDS(10,I),I=1,N10)
       GO TO 0711
 0510 WRITE(7,0610)NREP(10)
 0610 FORMAT('DESIGN',I3,'  1 -1  1  0  0  0 -1 -1  0  0  0  1 -1  0  0
     1 0  1  0  0  0',11X,/,(13F6.1,2X,/))
 0711 IF(NREP(11).LT.1) GO TO 0511
       WRITE(7,0611)NREP(11),(CARDS(11,I),I=1,N11)
       GO TO 0712
 0511 WRITE(7,0611)NREP(11)
 0611 FORMAT('DESIGN',I3,'  1 -1  0  1  0  0  1  0 -1  0  0 -1  0  1  0
     1 0  0 -1  0  0',11X,/,(13F6.1,2X,/))
 0712 IF(NREP(12).LT.1) GO TO 0512
       WRITE(7,0612)NREP(12),(CARDS(12,I),I=1,N12)
       GO TO 0713
 0512 WRITE(7,0612)NREP(12)
 0612 FORMAT('DESIGN',I3,'  1 -1  0  1  0  0 -1  0 -1  0  0  1  0 -1  0
     1 0  0  1  0  0',11X,/,(13F6.1,2X,/))
 0713 IF(NREP(13).LT.1) GO TO 0513
       WRITE(7,0613)NREP(13),(CARDS(13,I),I=1,N13)
       GO TO 0714
 0513 WRITE(7,0613)NREP(13)
 0613 FORMAT('DESIGN',I3,'  1 -1  0  0  1  0  1  0  0 -1  0 -1  0  0  1
     1 0  0  0 -1  0',11X,/,(13F6.1,2X,/))
 0714 IF(NREP(14).LT.1) GO TO 0514
       WRITE(7,0614)NREP(14),(CARDS(14,I),I=1,N14)
       GO TO 0715
 0514 WRITE(7,0614)NREP(14)
 0614 FORMAT('DESIGN',I3,'  1 -1  0  0  1  0 -1  0  0 -1  0  1  0  0 -1
     1 0  0  0  1  0',11X,/,(13F6.1,2X,/))
 0715 IF(NREP(15).LT.1) GO TO 0515
       WRITE(7,0615)NREP(15),(CARDS(15,I),I=1,N15)
       GO TO 0716
 0515 WRITE(7,0615)NREP(15)
 0615 FORMAT('DESIGN',I3,'  1 -1  0  0  0  1  1  0  0  0 -1 -1  0  0  0
     1 1  0  0  0 -1',11X,/,(13F6.1,2X,/))
 0716 IF(NREP(16).LT.1) GO TO 0516
       WRITE(7,0616)NREP(16),(CARDS(16,I),I=1,N16)
       GO TO 0717
 0516 WRITE(7,0616)NREP(16)
 0616 FORMAT('DESIGN',I3,'  1 -1  0  0  0  1 -1  0  0  0 -1  1  0  0  0
    1-1  0  0  0  1',11X,/,(13F6.1,2X,/))
 0717 IF(NREP(17).LT.1) GO TO 0517
       WRITE(7,0617)NREP(17),(CARDS(17,I),I=1,N17)
 0517 WRITE(7,0617)NREP(17)
```

```
0617 FORMAT('DESIGN  0  1 -1 -1 -1 -1 -1  1  1  1  1  1 -1 -1 -1 -1 -1
     1 1  1  1  1',11X,/,'DESIGN',I3,'  1 -1 -1 -1 -1 -1 -1  1  1  1  1
     2 1  1  1  1  1 -1 -1 -1 -1',11X,/,(13F6.1,2X,/))
       STOP
       END
```

```
      FUNCTION HRS(X)
      IF(X.LE.060000.0) GO TO 6006
      IF(X.LE.070000.0) GO TO 6007
      IF(X.LE.080000.0) GO TO 6008
      IF(X.LE.090000.0) GO TO 6009
      IF(X.LE.100000.0) GO TO 6001
      IF(X.LE.110000.0) GO TO 6002
      IF(X.LE.120000.0) GO TO 6003
      IF(X.LE.130000.0) GO TO 6004
      U=X-130000.0
      N=U/100
      V=((365+N)*24)+(U-N*100)
      HRS=V
      GO TO 6005
6004  U=X-120000.0
      N=U/100
      V=((334+N)*24)+(U-N*100)
      HRS=V
      GO TO 6005
6003  U=X-110000.0
      N=U/100
      V=((304+N)*24)+(U-N*100)
      HRS=V
      GO TO 6005
6002  U=X-100000.0
      N=U/100
      V=((273+N)*24)+(U-N*100)
      HRS=V
      GO TO 6005
6001  U=X-090000.0
      N=U/100
      V=((243+N)*24)+(U-N*100)
      HRS=V
      GO TO 6005
6009  U=X-080000.0
      N=U/100
      V=((212+N)*24)+(U-N*100)
      HRS=V
      GO TO 6005
6008  U=X-070000.0
      N=U/100
      V=((181+N)*24)+(U-N*100)
      HRS=V
      GO TO 6005
6007  U=X-060000.0
      N=U/100
      V=((151+N)*24)+(U-N*100)
      HRS=V
```

```
      GO TO 6005
6006  U=X-050000.0
      N=U/100
      V=((120+N)*24)+(U-N*100)
      HRS=V
6005  RETURN
      END
```

Time, in hours, from start processing until physical scheduled.

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	9.	0.4	4.17	22.9	6.78	REDWOOD CITY	5.	0.0	0.41	0.9	0.33
SANTA ROSA	4.	0.8	14.78	28.7	13.09	SAN JOSE (SO)	1.	2.6	2.63	2.6	0.0
SAN JOSE	16.	0.0	48.11	334.1	98.00	SANTA CLARA	2.	4.8	28.09	51.4	23.28
SACRAMENTO	14.	0.0	571.05	3313.0	1187.43	OROVILLE	9.	0.3	0.94	3.1	0.82
CARMICHAEL	13.	0.4	235.29	2716.0	717.05	REDDING	3.	169.5	193.19	214.4	18.43
RENO	16.	0.3	192.45	818.8	234.28	SALINAS	1.	1.8	1.75	1.8	0.0
						HANFORD	27.	0.0	125.53	623.5	214.12
BAKERSFIELD	1.	72.9	72.94	72.9	0.0	PORTERVILLE	3.	1.9	9.29	21.8	8.93
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	3.	0.5	310.54	906.1	421.26
WHITTIER	2.	6.4	64.03	121.7	57.66	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	2.	0.2	0.25	0.3	0.06	ONTARIO	2.	2.4	13.19	23.9	10.75
RESEDA	1.	0.0	0.0	0.0	0.0	HUNTINGTON BEACH	3.	49.7	125.69	163.7	53.74
RIVERSIDE	0.	0.0	0.0	0.0	0.0	BARSTOW	6.	28.2	117.53	192.0	59.00
CLAIREMONT	1.	7.3	7.25	7.3	0.0	EL CAJON	2.	0.0	252.00	504.0	252.00
SAN DIEGO	0.	0.0	0.0	0.0	0.0	OCEANSIDE	0.	0.0	0.0	0.0	0.0
PHOENIX	0.	0.0	0.0	0.0	0.0	MESA	6.	0.1	63.86	363.4	134.09
TUCSON	11.	1.3	31.85	333.8	95.49	FLAGSTAFF	4.	30.5	282.56	676.9	271.39

Time, in hours, from start processing until police checks sent.

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	13.	0.0	99.40	1249.0	331.91	REDWOOD CITY	6.	0.4	192.08	980.7	357.93
SANTA ROSA	4.	1.7	36.84	116.3	47.02	SAN JOSE (SO)	0.	0.0	0.0	0.0	0.0
SAN JOSE	26.	0.0	22.96	259.9	57.44	SANTA CLARA	4.	0.3	49.20	118.3	47.97
SACRAMENTO	21.	0.0	374.83	3313.0	938.09	OROVILLE	8.	0.4	219.93	508.6	164.54
CARMICHAEL	5.	1.9	348.60	820.0	321.16	REDDING	2.	2.5	99.09	195.7	96.59
RENO	17.	0.3	173.15	869.9	250.76	SALINAS	1.	0.0	0.0	0.0	0.0
						HANFORD	21.	0.6	199.49	1495.3	395.99
BAKERSFIELD	3.	2.1	11.19	28.4	12.20	PORTERVILLE	2.	1.8	27.03	52.3	25.22
SALT LAKE CITY	1.	2.3	2.31	2.3	0.0						
						ELKO	4.	0.0	520.92	1176.0	528.71
WHITTIER	2.	1.7	4.03	6.4	2.34	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	5.	1.2	44.75	161.0	59.45	ONTARIO	14.	0.0	156.57	1568.0	399.31
RESEDA	18.	0.0	5.04	47.1	11.48	HUNTINGTON BEACH	12.	1.1	95.69	695.9	186.38
RIVERSIDE	0.	0.0	0.0	0.0	0.0	BARSTOW	4.	28.4	163.58	408.0	150.35
CLAIREMONT	8.	21.3	61.05	126.8	33.17	EL CAJON	22.	0.0	25.16	192.5	52.05
SAN DIEGO	6.	1.0	238.68	646.3	275.49	OCEANSIDE	1.	0.4	0.38	0.4	0.0
PHOENIX	0.	0.0	0.0	0.0	0.0	MESA	8.	0.2	60.81	358.0	115.76
TUCSON	11.	1.3	176.05	726.5	225.71	FLAGSTAFF	4.	22.2	514.23	1397.0	556.04

Time, in hours, from start processing until return from physical

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	0.	0.0	0.0	0.0	0.0	REDWOOD CITY	2.	0.7	21.91	43.1	21.22
SANTA ROSA	1.	147.6	147.63	147.6	0.0	SAN JOSE (SC)	0.	0.0	0.0	0.0	0.0
SAN JOSE	1.	169.2	169.19	169.2	0.0	SANTA CLARA	2.	29.0	55.00	81.0	26.00
SACRAMENTO	8.	120.1	259.24	554.0	171.33	OROVILLE	5.	72.2	217.66	508.5	155.87
CARMICHAEL	7.	56.0	537.63	2864.0	953.93	REDDING	1.	266.5	266.50	266.5	0.0
RENO	5.	144.7	396.91	583.0	153.58	SALINAS	0.	0.0	0.0	0.0	0.0
						HANFORD	17.	23.0	304.36	895.0	322.07
BAKERSFIELD	0.	0.0	0.0	0.0	0.0	PORTERVILLE	1.	213.3	213.25	213.3	0.0
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	0.	0.0	0.0	0.0	0.0
WHITTIER	1.	76.1	76.06	76.1	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	0.	0.0	0.0	0.0	0.0	ONTARIO	0.	0.0	0.0	0.0	0.0
RESEDA	1.	266.1	266.06	266.1	0.0	HUNTINGTON BEACH	1.	218.0	218.00	218.0	0.0
RIVERSIDE	0.	0.0	0.0	0.0	0.0	BARSTOW	1.	151.0	151.00	151.0	0.0
CLAIREMONT	2.	164.3	322.63	480.9	158.31	EL CAJON	0.	0.0	0.0	0.0	0.0
SAN DIEGO	0.	0.0	0.0	0.0	0.0	OCEANSIDE	0.	0.0	0.0	0.0	0.0
PHOENIX	0.	0.0	0.0	0.0	0.0	MESA	1.	21.7	21.69	21.7	0.0
TUCSON	6.	46.0	224.98	362.8	100.21	FLAGSTAFF	2.	345.5	345.50	345.5	0.0

Time, in hours, from start processing until placed in TMR status

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	0.	0.0	0.0	0.0	0.0	REDWOOD CITY	1.	1.5	1.50	1.5	0.0
SANTA ROSA	0.	0.0	0.0	0.0	0.0	SAN JOSE (SO)	0.	0.0	0.0	0.0	0.0
SAN JOSE	0.	0.0	0.0	0.0	0.0	SANTA CLARA	0.	0.0	0.0	0.0	0.0
SACRAMENTO	0.	0.0	0.0	0.0	0.0	OROVILLE	2.	22.8	265.63	508.5	242.88
CARMICHAEL	2.	145.6	323.78	502.0	178.22	REDDING	0.	0.0	0.0	0.0	0.0
RENO	1.	330.6	330.63	330.6	0.0	SALINAS	0.	0.0	0.0	0.0	0.0
						HANFORD	8.	1.5	411.38	895.0	385.08
BAKERSFIELD	0.	0.0	0.0	0.0	0.0	PORTERVILLE	0.	0.0	0.0	0.0	0.0
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	0.	0.0	0.0	0.0	0.0
WHITTIER	0.	0.0	0.0	0.0	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	0.	0.0	0.0	0.0	0.0	ONTARIO	0.	0.0	0.0	0.0	0.0
RESEDA	0.	0.0	0.0	0.0	0.0	HUNTINGTON BEACH	0.	0.0	0.0	0.0	0.0
RIVERSIDE	0.	0.0	0.0	0.0	0.0	BARSTOW	0.	0.0	0.0	0.0	0.0
CLAIREMONT	0.	0.0	0.0	0.0	0.0	EL CAJON	0.	0.0	0.0	0.0	0.0
SAN DIEGO	0.	0.0	0.0	0.0	0.0	OCEANSIDE	0.	0.0	0.0	0.0	0.0
PHOENIX	0.	0.0	0.0	0.0	0.0	MESA	0.	0.0	0.0	0.0	0.0
TUCSON	0.	0.0	0.0	0.0	0.0	FLAGSTAFF	1.	345.5	345.50	345.5	0.0

Time, in hours, from start processing until recruiter-responsible events completed

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	9.	1.8	322.49	1275.6	429.30	REDWOOD CITY	5.	125.2	578.00	1153.6	411.76
SANTA ROSA	4.	217.4	673.38	1302.0	432.23	SAN JOSE (SO)	0.	0.0	0.0	0.0	0.0
SAN JOSE	26.	21.9	223.34	916.6	210.03	SANTA CLARA	7.	25.9	388.01	909.0	308.60
SACRAMENTO	21.	93.4	596.42	2327.5	564.03	OROVILLE	4.	245.9	364.31	432.5	70.61
CARMICHAEL	7.	100.9	392.58	811.4	261.93	REDDING	2.	214.4	266.47	318.6	52.09
RENO	13.	21.9	632.90	1938.6	534.53	SALINAS	1.	2.1	2.13	2.1	0.0
						HANFORD	14.	48.4	739.62	1651.8	618.43
BAKERSFIELD	3.	75.7	479.46	981.6	376.30	PORTERVILLE	1.	34.6	34.6	34.6	0.0
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	0.	0.0	0.0	0.0	0.0
WHITTIER	1.	67.9	67.88	67.9	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	5.	164.0	292.96	432.0	100.63	ONTARIO	5.	26.0	422.79	1148.3	396.34
RESEDA	11.	70.4	373.13	1347.6	343.87	HUNTINGTON BEACH	6.	21.9	302.03	737.3	258.12
RIVERSIDE	0.	0.0	0.0	0.0	0.0	BARSTOW	1.	213.0	213.00	213.0	0.0
CLAIREMONT	3.	244.4	289.10	335.8	37.31	EL CAJON	11.	23.3	254.11	674.9	159.41
SAN DIEGO	1.	1111.3	1111.25	1111.3	0.0	OCEANSIDE	1.	744.5	744.50	744.5	0.0
PHOENIX	2.	550.5	817.00	1083.5	266.50	MESA	11.	1.8	250.80	865.5	257.44
TUCSON	11.	215.2	444.61	884.5	203.68	FLAGSTAFF	3.	360.4	942.29	1233.3	411.48

Time, in hours, from start processing until processing completed

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	14.	49.6	700.62	1533.0	494.35	REDWOOD CITY	5.	546.4	1520.13	2637.5	697.04
SANTA ROSA	4.	456.4	1086.81	2090.9	642.91	SAN JOSE (SO)	1.	475.0	475.00	475.0	0.0
SAN JOSE	30.	72.9	520.94	2252.8	475.76	SANTA CLARA	10.	96.7	575.02	1480.6	410.16
SACRAMENTO	22.	213.4	894.20	2805.5	587.52	OROVILLE	4.	336.1	496.02	592.7	96.09
CARMICHAEL	10.	125.8	635.67	1658.0	493.68	REDDING	2.	576.2	708.44	840.7	132.25
RENO	18.	311.7	953.51	2834.1	603.77	SALINAS	1.	94.1	94.13	94.1	0.0
						HANFORD	16.	145.1	721.82	1843.0	593.94
BAKERSFIELD	4.	166.6	735.27	1026.8	335.20	PORTERVILLE	1.	71.8	71.81	71.8	0.0
SALT LAKE CITY	1.	77.0	77.00	77.0	0.0						
						ELKO	0.	0.0	0.0	0.0	0.0
WHITTIER	1.	1127.0	1127.00	1127.0	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	4.	494.3	577.58	666.6	63.44	ONTARIO	5.	908.9	1615.82	2094.6	473.19
RESEDA	12.	308.4	875.39	1966.5	481.96	HUNTINGTON BEACH	7.	166.1	683.13	1532.2	479.61
RIVERSIDE	0.	0.0	0.0	0.0	0.0	BARSTOW	3.	482.4	527.31	572.7	36.87
CLAIREMONT	4.	408.0	602.20	841.1	186.55	EL CAJON	7.	339.1	594.24	956.9	179.36
SAN DIEGO	1.	1419.0	1419.00	1419.0	0.0	OCEANSIDE	1.	1031.8	1031.81	1031.8	0.0
PHOENIX	1.	892.4	892.38	892.4	0.0	MESA	0.	0.0	0.0	0.0	0.0
TUCSON	5.	458.0	593.96	771.4	120.66	FLAGSTAFF	1.	623.1	623.06	623.1	0.0

Time, in hours, from physical scheduled until return from physical

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	0.	0.0	0.0	0.0	0.0	REDWOOD CITY	2.	0.3	21.53	42.8	21.22
SANTA ROSA	1.	145.0	145.00	145.0	0.0	SAN JOSE (SO)	0.	0.0	0.0	0.0	0.0
SAN JOSE	0.	0.0	0.0	0.0	0.0	SANTA CLARA	3.	24.2	26.54	29.6	2.28
SACRAMENTO	6.	28.9	172.35	552.0	172.84	OROVILLE	6.	71.7	217.58	508.1	142.42
CARMICHAEL	7.	54.0	127.55	288.0	79.57	REDDING	1.	70.8	70.81	70.8	0.0
RENO	5.	68.8	197.60	580.0	193.44	SALINAS	0.	0.0	0.0	0.0	0.0
						HANFORD	16.	22.4	121.50	271.5	99.79
BAKERSFIELD	0.	0.0	0.0	0.0	0.0	PORTERVILLE	1.	191.4	191.44	191.4	0.0
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	0.	0.0	0.0	0.0	0.0
WHITTIER	0.	0.0	0.0	0.0	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	0.	0.0	0.0	0.0	0.0	ONTARIO	0.	0.0	0.0	0.0	0.0
RESEDA	1.	266.1	266.06	266.1	0.0	HUNTINGTON BEACH	1.	54.3	54.31	54.3	0.0
RIVERSIDE	2.	27.7	132.22	236.8	104.53	BARSTOW	1.	28.5	28.50	28.5	0.0
CLAIREMONT	1.	473.7	473.69	473.7	0.0	EL CAJON	0.	0.0	0.0	0.0	0.0
SAN DIEGO	0.	0.0	0.0	0.0	0.0	OCEANSIDE	0.	0.0	0.0	0.0	0.0
PHOENIX	0.	0.0	0.0	0.0	0.0	MESA	0.	0.0	0.0	0.0	0.0
TUCSON	6.	29.0	168.03	308.3	100.50	FLAGSTAFF	2.	315.0	315.00	315.0	0.0

Time, in hours, from police checks sent until first police check returned

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	1.	120.0	120.00	120.0	0.0	REDWOOD CITY	4.	0.3	32.23	126.8	54.61
SANTA ROSA	1.	142.5	142.50	142.5	0.0	SAN JOSE (SO)	0.	0.0	0.0	0.0	0.0
SAN JOSE	7.	24.5	73.15	117.0	33.50	SANTA CLARA	0.	0.0	0.0	0.0	0.0
SACRAMENTO	3.	25.0	101.69	188.5	67.13	OROVILLE	3.	0.2	149.77	376.1	162.75
CARMICHAEL	5.	0.0	38.69	122.8	44.78	REDDING	1.	46.4	46.38	46.4	0.0
RENO	5.	1.0	154.69	286.4	94.86	SALINAS	0.	0.0	0.0	0.0	0.0
						HANFORD	5.	0.8	166.49	548.8	196.23
BAKERSFIELD	3.	3.3	68.63	159.0	65.98	PORTERVILLE	3.	2.1	25.0?	70.8	32.34
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	1.	0.9	0.88	0.9	0.0
WHITTIER	1.	121.6	121.56	121.6	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	2.	3.0	49.81	96.6	46.81	ONTARIO	5.	22.7	273.27	498.1	162.96
RESEDA	9.	43.9	99.77	164.2	38.90	HUNTINGTON BEACH	6.	22.1	116.15	140.6	42.94
RIVERSIDE	0.	0.0	0.0	0.0	0.0	BARSTOW	4.	22.8	64.48	96.0	26.37
CLAIREMONT	9.	47.0	111.35	290.8	70.85	EL CAJON	13.	4.8	103.29	163.8	44.06
SAN DIEGO	2.	20.7	118.59	216.5	97.91	OCEANSIDE	0.	0.0	0.0	0.0	0.0
PHOENIX	0.	0.0	0.0	0.0	0.0	MESA	2.	0.6	0.88	1.1	0.25
TUCSON	7.	4.0	173.96	331.8	111.65	FLAGSTAFF	3.	115.3	119.02	121.9	2.74

Time, in hours, from police checks sent until last polick check back

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	1.	120.0	120.00	120.0	0.0	REDWOOD CITY	3.	0.3	0.71	0.9	0.32
SANTA ROSA	1.	142.5	142.50	142.5	0.0	SAN JOSE (SO)	0.	0.0	0.0	0.0	0.0
SAN JOSE	11.	17.0	68.95	199.1	52.43	SANTA CLARA	0.	0.0	0.0	0.0	0.0
SACRAMENTO	4.	91.6	205.78	331.2	102.54	OROVILLE	3.	0.2	172.65	376.1	155.00
CARMICHAEL	2.	5.0	13.31	21.6	8.31	REDDING	1.	46.4	46.38	46.4	0.0
RENO	4.	1.0	140.16	286.4	100.96	SALINAS	1.	69.5	69.50	69.5	0.0
						HANFORD	3.	113.3	261.23	548.8	203.38
BAKERSFIELD	3.	3.3	124.88	279.1	114.95	PORTERVILLE	3.	2.1	25.02	70.8	32.34
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	1.	0.9	0.88	0.9	0.0
WHITTIER	1.	292.1	292.06	292.1	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	2.	3.0	49.81	96.6	46.81	ONTARIO	5.	23.5	273.44	498.1	162.71
RESEDA	7.	66.0	101.13	164.2	36.45	HUNTINGTON BEACH	5.	22.1	184.21	282.8	87.03
RIVERSIDE	0.	0.0	0.0	0.0	0.0	BARSTOW	3.	22.8	86.92	168.0	60.48
CLAIREMONT	7.	73.3	188.44	285.3	63.85	EL CAJON	13.	120.5	194.67	311.5	56.44
SAN DIEGO	4.	165.3	336.50	674.1	200.02	OCEANSIDE	0.	0.0	0.0	0.0	0.0
PHOENIX	0.	0.0	0.0	0.0	0.0	MESA	0.	0.0	0.0	0.0	0.0
TUCSON	7.	4.0	174.01	332.2	111.72	FLAGSTAFF	1.	259.1	259.06	259.1	0.0

Time, in hours, from applicant placed in TMR status until applicant released from TMR

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	0.	0.0	0.0	0.0	0.0	REDWOOD CITY	1.	979.2	979.19	979.2	0.0
SANTA ROSA	0.	0.0	0.0	0.0	0.0	SAN JOSE (SO)	0.	0.0	0.0	0.0	0.0
SAN JOSE	0.	0.0	0.0	0.0	0.0	SANTA CLARA	0.	0.0	0.0	0.0	0.0
SACRAMENTO	0.	0.0	0.0	0.0	0.0	OROVILLE	1.	241.7	241.69	241.7	0.0
CARMICHAEL	2.	45.3	82.25	119.2	36.94	REDDING	0.	0.0	0.0	0.0	0.0
RENO	0.	0.0	0.0	0.0	0.0	SALINAS	0.	0.0	0.0	0.0	0.0
						HANFORD	6.	249.3	685.20	1123.3	343.15
BAKERSFIELD	0.	0.0	0.0	0.0	0.0	PORTERVILLE	1.	1007.8	1007.81	1007.8	0.0
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	0.	0.0	0.0	0.0	0.0
WHITTIER	0.	0.0	0.0	0.0	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	0.	0.0	0.0	0.0	0.0	ONTARIO	0.	0.0	0.0	0.0	0.0
RESEDA	0.	0.0	0.0	0.0	0.0	HUNTINGTON BEACH	0.	0.0	0.0	0.0	0.0
RIVERSIDE	0.	0.0	0.0	0.0	0.0	BARSTOW	0.	0.0	0.0	0.0	0.0
CLAIREMONT	0.	0.0	0.0	0.0	0.0	EL CAJON	0.	0.0	0.0	0.0	0.0
SAN DIEGO	0.	0.0	0.0	0.0	0.0	OCEANSIDE	0.	0.0	0.0	0.0	0.0
PHOENIX	1.	170.3	170.25	170.3	0.0	MESA	0.	0.0	0.0	0.0	0.0
TUCSON	0.	0.0	0.0	0.0	0.0	FLAGSTAFF	1.	593.5	593.50	593.5	0.0

Time, in hours, from record received at mainstation until record sent to AFEES

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	15.	0.2	156.39	1154.7	291.92	REDWOOD CITY	4.	0.3	816.59	1395.7	525.26
SANTA ROSA	4.	0.2	76.17	163.6	75.36	SAN JOSE (SO)	5.	0.2	77.06	244.7	100.31
SAN JOSE	46.	0.0	113.68	1751.0	319.24	SANTA CLARA	34.	0.0	138.01	701.4	207.22
SACRAMENTO	25.	0.1	189.98	1202.0	265.19	OROVILLE	5.	0.3	0.64	1.5	0.48
CARMICHAEL	10.	0.1	42.94	308.1	95.13	REDDING	4.	0.5	16.75	27.6	9.39
RENO	18.	0.1	97.09	673.5	174.32	SALINAS	5.	0.5	42.02	92.3	42.07
						HANFORD	2.	0.7	4.00	7.3	3.31
BAKERSFIELD	2.	0.6	0.88	1.1	0.25	PORTERVILLE	2.	0.3	1.16	2.0	0.84
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	0.	0.0	0.0	0.0	0.0
WHITTIER	1.	287.1	287.13	287.1	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	3.	73.4	143.38	215.8	58.18	ONTARIO	4.	23.7	610.86	1172.0	518.95
RESEDA	9.	94.8	429.92	1101.5	380.28	HUNTINGTON BEACH	2.	118.3	128.34	138.4	10.09
RIVERSIDE	1.	784.1	784.13	784.1	0.0	BARSTOW	2.	197.0	217.88	238.8	20.87
CLAIREMONT	2.	140.5	236.00	331.5	95.50	EL CAJON	5.	18.7	279.60	641.8	212.03
SAN DIEGO	1.	140.5	140.50	140.5	0.0	OCEANSIDE	0.	0.0	0.0	0.0	0.0
PHOENIX	0.	0.0	0.0	0.0	0.0	MESA	0.	0.0	0.0	0.0	0.0
TUCSON	1.	137.8	137.81	137.8	0.0	FLAGSTAFF	0.	0.0	0.0	0.0	0.0

Time, in hours, from record received at mainstation until processing completed

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	14.	2.8	245.75	1221.5	308.30	REDWOOD CITY	5.	38.7	761.70	1415.9	522.75
SANTA ROSA	5.	115.3	342.49	744.3	238.13	SAN JOSE (SO)	5.	2.2	192.72	314.6	110.00
SAN JOSE	48.	2.3	236.16	1823.3	394.68	SANTA CLARA	36.	1.2	220.19	794.4	220.38
SACRAMENTO	25.	25.9	295.19	1489.4	302.93	OROVILLE	5.	24.8	65.06	93.0	32.77
CARMICHAEL	10.	7.8	119.87	427.3	117.29	REDDING	5.	71.8	219.24	742.8	262.25
RENO	20.	1.6	202.02	696.9	191.65	SALINAS	5.	2.1	85.61	164.5	68.43
						HANFORD	2.	49.1	61.25	73.4	12.13
BAKERSFIELD	2.	25.8	106.34	186.9	80.59	PORTERVILLE	2.	22.8	49.03	75.3	26.22
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	0.	0.0	0.0	0.0	0.0
WHITTIER	1.	311.6	311.63	311.6	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	4.	92.0	206.28	327.3	87.26	ONTARIO	4.	46.8	637.03	1202.5	520.30
RESEDA	13.	115.1	531.24	1797.1	494.29	HUNTINGTON BEACH	4.	143.0	167.09	194.2	18.16
RIVERSIDE	1.	814.8.	814.81	814.8	0.0	BARSTOW	3.	217.0	247.02	262.4	21.23
CLAIREMONT	4.	75.1	242.44	364.1	125.66	EL CAJON	5.	45.1	307.01	670.8	212.80
SAN DIEGO	2.	162.8	163.47	164.2	0.74	OCEANSIDE	0.	0.0	0.0	0.0	0.0
PHOENIX	0.	0.0	0.0	0.0	0.0	MESA	0.	0.0	0.0	0.0	0.0
TUCSON	1.	260.3	260.31	260.3	0.0	FLAGSTAFF	0.	0.0	0.0	0.0	0.0

Time, in hours, spent processing records at word processing center

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	0.	0.0	0.0	0.0	0.0	REDWOOD CITY	0.	0.0	0.0	0.0	0.0
SANTA ROSA	0.	0.0	0.0	0.0	0.0	SAN JOSE (SO)	0.	0.0	0.0	0.0	0.0
SAN JOSE	0.	0.0	0.0	0.0	0.0	SANTA CLARA	0.	0.0	0.0	0.0	0.0
SACRAMENTO	0.	0.0	0.0	0.0	0.0	OROVILLE	0.	0.0	0.0	0.0	0.0
CARMICHAEL	0.	0.0	0.0	0.0	0.0	REDDING	0.	0.0	0.0	0.0	0.0
RENO	0.	0.0	0.0	0.0	0.0	SALINAS	0.	0.0	0.0	0.0	0.0
						HANFORD	0.	0.0	0.0	0.0	0.0
BAKERSFIELD	0.	0.0	0.0	0.0	0.0	PORTERVILLE	0.	0.0	0.0	0.0	0.0
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	0.	0.0	0.0	0.0	0.0
WHITTIER	1.	0.3	0.31	0.3	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	4.	0.4	0.59	0.8	0.14	ONTARIO	4.	0.3	0.64	1.4	0.47
PESEDA	11.	0.3	0.56	0.8	0.14	HUNTINGTON BEACH	4.	0.3	0.36	0.4	0.05
RIVERSIDE	1.	1.5	1.50	1.5	0.0	BARSTOW	2.	0.4	0.38	0.4	0.0
CLAIREMONT	5.	0.1	0.59	1.3	0.41	EL CAJON	6.	0.4	0.58	0.9	0.17
SAN DIEGO	2.	0.3	0.34	0.4	0.03	OCEANSIDE	1.	0.6	0.63	0.6	0.0
PHOENIX	0.	0.0	0.0	0.0	0.0	MESA	0.	0.0	0.0	0.0	0.0
TUCSON	0.	0.0	0.0	0.0	0.0	FLAGSTAFF	0.	0.0	0.0	0.0	0.0

Time, in hours, spent processing records at mainstation

STATION	#OBS	MIN	MEAN	MAX	DEV	STATION	#OBS	MIN	MEAN	MAX	DEV
OAKLAND	17.	0.0	0.53	1.0	0.25	REDWOOD CITY	3.	0.3	0.77	1.2	0.39
SANTA ROSA	4.	0.1	0.61	1.3	0.47	SAN JOSE (SO)	5.	0.2	0.61	1.6	0.50
SAN JOSE	44.	0.1	0.42	1.6	0.27	SANTA CLARA	30.	0.1	0.45	1.1	0.26
SACRAMENTO	22.	0.0	0.65	2.2	0.57	OROVILLE	5.	0.1	0.30	0.7	0.21
CARMICHAEL	7.	0.1	0.29	0.8	0.24	REDDING	5.	0.2	0.38	0.5	0.12
RENO	13.	0.1	0.38	0.9	0.24	SALINAS	5.	0.1	0.27	0.5	0.15
						HANFORD	15.	0.2	0.65	1.3	0.29
BAKERSFIELD	3.	0.6	0.79	1.1	0.24	PORTERVILLE	3.	0.3	0.56	0.9	0.23
SALT LAKE CITY	0.	0.0	0.0	0.0	0.0						
						ELKO	0.	0.0	0.0	0.0	0.0
WHITTIER	0.	0.0	0.0	0.0	0.0	LA PUENTE	0.	0.0	0.0	0.0	0.0
TORRANCE	0.	0.0	0.0	0.0	0.0	ONTARIO	0.	0.0	0.0	0.0	0.0
RESEDA	0.	0.0	0.0	0.0	0.0	HUNTINGTON BEACH	0.	0.0	0.0	0.0	0.0
RIVERSIDE	0.	0.0	0.0	0.0	0.0	BARSTOW	0.	0.0	0.0	0.0	0.0
CLAIREMONT	0.	0.0	0.0	0.0	0.0	EL CAJON	0.	0.0	0.0	0.0	0.0
SAN DIEGO	0.	0.0	0.0	0.0	0.0	OCEANSIDE	0.	0.0	0.0	0.0	0.0
PHOENIX	0.	0.0	0.0	0.0	0.0	MESA	0.	0.0	0.0	0.0	0.0
TUCSON	1.	0.2	0.19	0.2	0.0	FLAGSTAFF	0.	0.0	0.0	0.0	0.0

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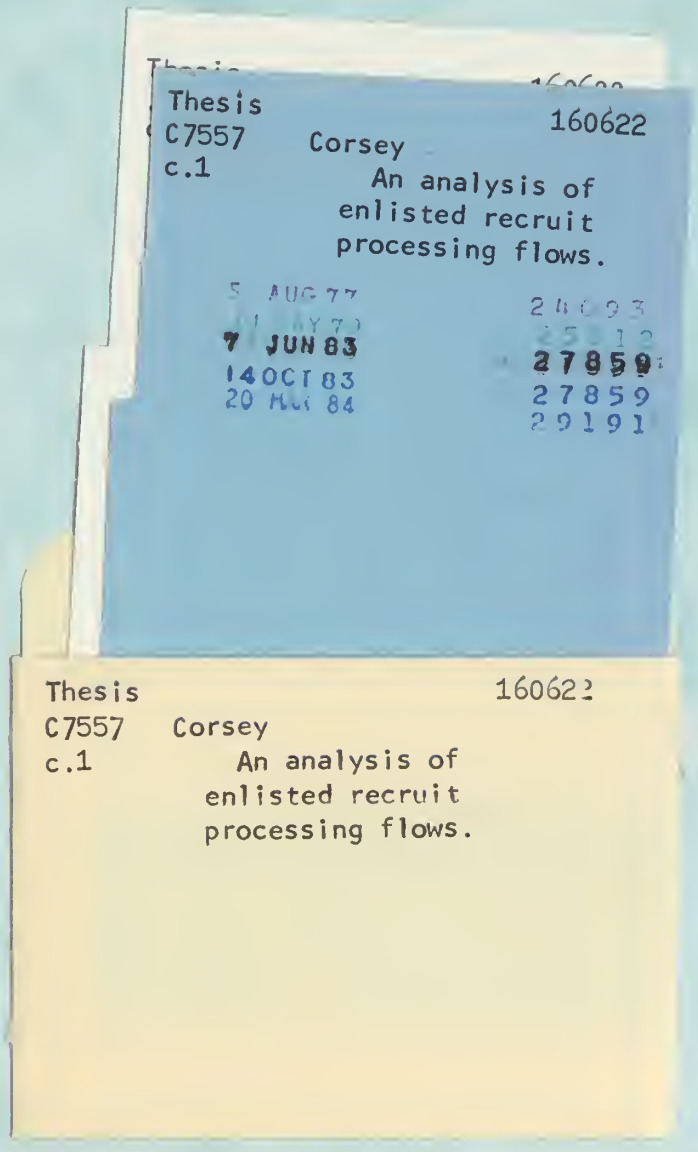

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An analysis of
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